

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 15 September 2014 at 14:00

**County Hall, County Hall, West Bridgford, Nottingham, NG2
7QP**

**There will be a pre-meeting for Panel Members only
in the Exchange Room at 1.00pm**

AGENDA

- | | | |
|----------|---|----------------|
| 1 | Minutes of last meeting held on 18 June 2014 | 3 - 12 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Work Programme | 13 - 18 |
| 5 | Police and Crime Commissioner's Update Report | 19 - 52 |
| 6 | Responding to Austerity - HMIC Report | 53 - 84 |
| 7 | Delivering the Future - Nottinghamshire Police's New Operating Model | 85 - 88 |
| 8 | Domestic Violence Update Report | 89 - 96 |

Notes

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules. Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 9772590) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.
- (c) Members of the public wishing to inspect 'Background Papers' referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80
- (d) Membership

Mayor Tony Egginton – Mansfield District Council (Chair)
Mrs Christine Goldstraw OBE – Independent Member (Vice-Chair)
Councillor David Ellis – Gedling Borough Council
Mr Rizwan Araf – Independent Member
Councillor Chris Baron – Ashfield District Council
Councillor Eunice Campbell – Nottingham City Council
Councillor David Challinor – Bassetlaw District Council
Councillor Georgina Culley – Nottingham City Council
Councillor Glynn Gilfoyle – Nottinghamshire County Council
Councillor John Handley – Nottinghamshire County Council
Mrs Suma Harding – Independent Member
Councillor Neghat Khan – Nottingham City Council
Councillor Pat Lally – Broxtowe Borough Council
Councillor Bruce Laughton – Newark and Sherwood District Council
Councillor Keith Longdon – Nottinghamshire County Council
Councillor Debbie Mason – Rushcliffe Borough Council
Councillor Rosemary Healy – Nottingham City Council
Mr Bob Vaughan-Newton – Independent Member

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD ON 18 JUNE 2014 AT 10.30 AM AT KELHAM HALL

MEMBERS PRESENT

(A denotes absent)

Chairman - Executive Mayor Tony Egginton – Mansfield District Council

Vice-Chairman - Christine Goldstraw OBE – Independent Member

Rizwan Araf – Independent Member

Councillor Chris Baron – Ashfield District Council

Councillor David Challinor – Bassetlaw District Council - A

Councillor Eunice Campbell – Nottingham City Council - A

Councillor Georgina Culley – Nottingham City Council - A

Councillor David Ellis – Gedling Borough Council

Councillor Glynn Gilfoyle – Nottinghamshire County Council

Councillor John Handley – Nottinghamshire County Council

Suma Harding – Independent Member - A

Councillor Rosemary Healy – Nottingham City Council

Councillor Neghat Khan – Nottingham City Council

Councillor Pat Lally – Broxtowe Borough Council

Councillor Bruce Laughton – Newark and Sherwood District Council - A

Councillor Keith Longdon – Nottinghamshire County Council

Councillor Debbie Mason – Rushcliffe Borough Council

Bob Vaughan-Newton – Independent Member

Councillor Simon Greaves – Bassetlaw District Council (Substitute for Councillor David Challinor)

OFFICERS PRESENT

Heather Dickinson – Group Manager, Legal &) Nottinghamshire

Democratic Services) County Council

Keith Ford – Team Manager, Democratic Services) (Host Authority)

OTHERS PRESENT

Paddy Tipping – Police and Crime Commissioner

Chief Constable Chris Eyre – Nottinghamshire Police

Charlotte Radford – Chief Finance Officer, OPCC

Wendy Aubrey – Commissioning Manager / Competition Support Manager
Ministry of Justice

Alan Goode – Assistant Chief Officer
The Derbyshire, Leicestershire, Nottinghamshire and
Rutland Community Rehabilitation Company Limited.

1. ELECTION OF CHAIRMAN

RESOLVED 2014/015

That Executive Mayor Tony Egginton be appointed Chairman of the Panel for the 2014/15 municipal year.

2. APPOINTMENT OF VICE-CHAIR

RESOLVED 2014/016

That Christine Goldstraw OBE be appointed Vice-Chairman of the Panel for the 2014/15 municipal year.

3. MINUTES OF LAST MEETING

The minutes of the meeting held on 28 April 2014, having been previously circulated, were agreed as a true and correct record and were confirmed and signed by the Chair.

4. APOLOGIES FOR ABSENCE

Apologies for absence were received from Suma Harding and Councillors Campbell, Challinor and Laughton.

5. DECLARATIONS OF INTERESTS

Christine Goldstraw OBE declared a private and non-pecuniary interest in agenda item 7 – Transforming Rehabilitation as the Chair of the Nottinghamshire Probation Trust Board.

Executive Mayor Tony Egginton declared a private and non-pecuniary interest in agenda item 7 – Transforming Rehabilitation as a Member of the Nottinghamshire Probation Trust Board.

Bob Vaughan-Newton declared a private and non-pecuniary interest in agenda item 7 – Transforming Rehabilitation as a mentor at Nottingham Prison.

6. REVIEW OF BALANCED APPOINTMENT OBJECTIVE

Keith Ford introduced the report which outlined the Panel's legal requirement to review its membership at each annual meeting to ensure it met the balanced appointment requirement.

RESOLVED 2014/017

1) That the changes to membership be noted.

- 2) That it be agreed that the Panel's revised membership currently met the balanced appointment objective and therefore no further changes were required at this point.

7. TRANSFORMING REHABILITATION

Wendy Aubrey (Commissioning Manager/Competition Support Manager, the Ministry of Justice) and Alan Goode (Assistant Chief Officer, The Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company Limited) gave a presentation on progress with implementation of the new Transforming Rehabilitation agenda.

The presentation highlighted the timetable for the changes, the competition process, the main changes, the Offender Rehabilitation Bill, the local focus of cases and the chief officers within Nottinghamshire Divisions of the National Probation Service (NPS) and the Community Rehabilitation Company (CRC).

In response to issues raised by Members, the following points were clarified:-

- the risk level of offenders who had been escalated from the CRC to the NPS would continue to be monitored and redefined as appropriate. If their risk status was reduced in future they would continue to be managed by NPS, although it could be the CRC who delivers their programme. This approach was designed to avoid ongoing and excessive turnover and disruption in case management;
- with regard to the significant increase in the volume of cases due to the new requirement to manage offenders serving over 12 months in prison and the consequent possible implications for staff welfare, it was underlined that the majority of such offenders were expected to be managed by the CRC. It was stressed that the Probation Service had been faced with relentless pressure for many years and that the management of risk would continue to be paramount. The new approach would offer greater freedoms to the CRCs to establish their own offices and systems. However, it was recognised that risks would increase if officers' workloads became too large;
- domestic violence had been a high priority for the Probation Trust and it would continue to be for the CRC. The ongoing importance of this issue had been highlighted as part of the competition process for bidders;
- both the Commissioner's Office and the Force were represented on the Local Advisory Panel, which helped to highlight good and bad practice in the area.

The Chair thanked Ms Aubrey and Mr Goode for their presentation.

RESOLVED 2014/018

That the contents of the presentation be noted.

8. WORK PROGRAMME

Keith Ford introduced the update report and sought the views of the Panel and the Commissioner on the possible introduction of a 'public question time' agenda item.

During discussions, the following issues were raised:-

- the Commissioner underlined his willingness to partake in a public question time, whilst highlighting the potential risk of people seeing it as an opportunity to ask questions of the Chief Constable. The Chief Constable felt that any means of helping to create a dialogue with the public were beneficial;
- Members felt that the public already had opportunities to raise questions and concerns via the Panel and suggested an alternative to a question time whereby the Panel could actively seek the views of the public once or twice a year via engagement events (with the Commissioner also possibly in attendance);
- the Commissioner underlined that he had attended approximately 150 evening engagement events during his first year in office and underlined the importance of talking to the public;
- with regard to the future work programme, Members queried whether any assessment had been undertaken as yet of potential differing practice around the use of "No further action" as the outcome of an arrest. Further discussions would take place with the Commissioner's Office about this as a potential future agenda item.

RESOLVED 2014/019

- 1) That the work programme be noted.**
- 2) That further consideration be given to ways of improving public engagement with the Panel (including the related issue of future Panel meeting venues).**
- 3) That the forthcoming national Police and Crime Panel (PCP) conference being held at County Hall on 10 July 2014 be noted.**

9. POLICE AND CRIME PLAN (2013-18) – ANNUAL REPORT

The Police and Crime Commissioner introduced his annual report and highlighted a number of successes during 2013/14 including delivering a balanced budget (with the Commissioner's Office also being amongst the lowest costing nationally), an increase in Police Officers (78) and Police and Community Support Officers (PCSOs) (67), a 38% reduction in Anti-Social Behaviour (ASB) since 2011-12, and progress on the domestic violence and victims agendas.

During discussion, the following points were raised:-

- the first cohort of Police Cadets had been appointed and a second cohort was being progressed (both included a good proportion from Black and Minority Ethnic (BME) backgrounds). The Nottinghamshire cadets had recently won an award as the best Cadet Force nationally;
- Members raised concerns about the increase in crime in Partnership Plus areas despite additional funding from partner agencies and highlighted the Ashfield District Council pilot Prevention Strategy which aimed to address ASB in Sutton East and Sutton Central. The proposals included purchasing a property in the area which would be turned into social housing afterwards. Dedicated District Council officers would be deployed and ideally it was hoped that the Force would take a similar approach, to ensure commitment and knowledge of the area.

The Commissioner acknowledged the importance of continuing to target the Partnership Plus areas in the County and the Priority Wards in the City (the latter of which accounted for 25% of all crime in Nottinghamshire). A multi-agency review of the Partnership Plus areas had been undertaken and the Commissioner and the Chief Constable agreed that a lot more could be done to improve outcomes in these areas. The Chief Constable underlined the Force's commitment to prevention, with a prevention team currently being funded through the National Police Innovation Fund and Ashfield being one of the first areas targeted. The Force continued to prioritise resources towards areas of greatest need, with local policing services deployed primarily to deal with local policing matters. The importance of developing such services with partners, rather than addressing problems in isolation as previously, was also recognised. The Commissioner stressed that the Force deployed resources to deal with crime and ASB hotspot areas and underlined his commitment to the project in Ashfield. Broxtowe Borough Council was also looking to address similar issues through innovation, including the use of new powers to tackle ASB.

In terms of making a real difference in such areas, the Commissioner highlighted that previous sources of funding were no longer available but added that money alone was not the answer. Examples of good practice, such as the successes in Cotgrave, needed to be replicated and he felt that currently there was insufficient analysis of work being undertaken to ensure a real difference was actually being made in areas that had experienced social deprivation for over sixty years. Members felt that in the past largely cosmetic improvements had been made to estates in these areas but the difficult issues surrounding individuals and their behaviour had not been resolved. The loss of beat officers with local knowledge, which was recognised as a result of the financial issues affecting the Force, also reduced the impact which the Force could have. Members felt that the issue of how to secure improvements in these areas should be considered by the Panel as well as the Safer Nottinghamshire Board.

In response, the Commissioner underlined the significantly reduced resources available to the Chief Constable compared to three years ago and highlighted

the recent rise in crime in Nottinghamshire and neighbouring authorities such as Leicestershire and Derbyshire. HMIC was keen to see improvements in how the Force dealt with issues such as domestic violence and serious organised crime and the only way in which that could be achieved in a period of reduced funding was by working smarter and in partnership, focussing on the largest areas of risk such as burglaries, vehicle crime.

With regard to progress in the priority City wards, the Commissioner stated that the Nottingham Crime and Drugs Partnership continued to be very active, receiving joint funding from Nottingham City Council and the Commissioner. Areas like the Arboretum and St. Anns were being targeted with additional Force resources. Project Aurora in the City was recognised as best practice nationally, with joined-up working on issues such as licensing providing effective solutions;

- Members queried the reasons for the poor performance in criminal justice processes, such as the quality and promptness of case files. The Chief Constable felt that currently there was an overcomplex approach as to what needed to be included in case files, with processes geared more to ensuring all boxes were ticked (however relevant) rather than whether the contents of a file were appropriate to prove an offence. The HMIC had criticised Forces for overbuilding case files in the past but officers were keen to build cases to address any areas of potential challenge, recognising the pressures that the Crown Prosecution Service faced in review files. An officer from Nottinghamshire had been chosen as the national lead on file quality and criminal justice and different technical solutions were being developed for specific types of offences, such as theft and public disorder.

With regard to the rate of effective trials, Members queried whether there was a localised problem with Court timetable listings. The Chief Constable stated that this was a judicial issue which he had no influence over and was therefore inappropriate for him to comment upon. The Commissioner underlined that the Courts were also outside of his remit but underlined that the Chief Constable had regular discussions with Court Services and the Crown Prosecution Service;

- Members queried the reasons behind victims' dissatisfaction with the services they received from the Police. The Commissioner agreed to provide further information about this and report back on Nottinghamshire's progress as one of the early implementers in delivering Victims' Services;
- Members queried progress with the proposed savings of £12.7m in 2014/15. The Commissioner stated that there were 142 budget lines which would contribute to the savings and these were monitored on a regular basis. He felt that the major areas of potential savings were overtime and regional collaboration. The new Target Operating Model would enable more appropriate utilisation of staff and officers, a better operational mix and more opportunities for collaboration. Wherever possible, specialist services need to be delivered in collaboration and the next areas being considered were around IT, criminal justice, HR, business and finance. The Commissioner underlined

that Nottinghamshire was involved in all of the existing collaboration agreements in the region;

- Members queried the Commissioner's plans for contract management and how Value for Money would be assessed in future contracts. In response, the Commissioner recognised that the public sector had traditionally not been good at contract management. He had changed areas of responsibility amongst his Officers to better deal with commissioning issues. The Force's Procurement Unit served most of the Forces in the region and had reviewed all of the main contracts, although further progress was needed. The Unit was in discussion with other Forces outside of the region with a view to procuring on a larger scale, for example, around the purchase of uniforms.

The Force was progressing the sharing of back office costs with Northamptonshire and Cheshire and had also made a bid to the Home Office for funding to develop the shared provision of IT. The Home Office bid for the implementation of on-body video cameras covered all five Forces in the region. The Chief Constable added that collaboration was being progressed with three other Forces for operational support, firearms, dogs, and road crash investigation. A single Head of Criminal Justice post for all four Forces would help simplify case administration, although the challenges caused by the different information management systems used currently were recognised.

Members queried the differing levels of projected savings from collaboration amongst the five forces in the region. The Commission and the Chief Constable underlined that the Forces had different starting points with regard to their existing levels of service and therefore contributed varying amounts and achieved differing levels of savings and benefits. The Commissioner added that the Force was undertaking careful cost/benefit analysis of any areas of collaboration to ensure that any potential hidden costs were considered.

- Members highlighted that the average order value of Proceeds of Crime Act confiscation and forfeiture orders was shown as a 33.7% increase on last year. This was at odds with the regular performance updates to the Panel which had shown a consistently reduced level of performance (with the figures reported to the April meeting of the Panel showing a 33.7% decrease). The Commissioner agreed to seek clarification on that issue and update the Panel. He also stated that the Chief Constable had put extra resources into this area to improve performance.

RESOLVED 2014/020

That the Panel's views on the Annual Report be noted.

10. REGIONAL COLLABORATION UPDATE

The Commissioner introduced the report which had been commissioned by the five PCCs in the region. He acknowledged the report's overall findings that the

initial momentum and early progress with collaboration had not been maintained and that further progress was required as a matter of priority.

Members queried if there was any contribution which the Panel could make, in its support role, in helping to progress partnership working in general. The Commissioner felt that it would be helpful to have a robust discussion about the Restorative Justice Strategy in future. With regard to possible input into the Victim's Strategy, the Commissioner stated that he would bring an update on that issue to a future meeting.

RESOLVED 2014/021

That the contents of the report be noted.

11. ESTATES AND FRONT COUNTER PROPOSALS

The Commissioner introduced the report which sought to update the Panel on the latest proposals as part of the wider consultation on the changes

During discussions, the following issues were raised:-

- Members welcomed the development of the shared service area at Sir John Robinson Way in Arnold. With regard to the proposed closure of Carlton Police Station, Members highlighted two pieces of critical infrastructure that were currently located at Carlton:- the purpose-built identification suite and the communications system for Police Headquarters. The Commissioner was aware of those issues and alternative means of provision had been identified which would be costly but would achieve savings ultimately;
- Members suggested that the footfall figures to the various stations may need re-examination, highlighting that residents in a lot of areas around Newark & Sherwood (such as Lowdham) would head for Carlton Police Station as first port of call. The Commissioner stated that usage of Carlton was relatively high compared to, for example, Eastwood Front Counter which had an average monthly footfall of 30 people. He hoped to keep a front counter in Carlton but underlined that there were no guarantees this could happen. The Chief Constable underlined that these were difficult decisions, with the reasons for closure understood and appreciated by the vast majority of staff.

Members felt that the proposed closure of Carlton was causing concerns for both the public and staff based there and queried the timescales. The Commissioner stated that the decision about closing the front counter had effectively been taken but any decision to close the station would not be taken until after the consultation. If agreed, implementation of the station closure would take approximately twelve months. The Commissioner felt that Gedling Borough Council had been a valuable partner in this work to help ensure that the Force had a route into local services in Carlton. Discussions about joint delivery of services were ongoing with the Council and other partners such as the Fire and Rescue Service and the Ambulance Service. Members felt that the model followed in Arnold, whereby the Force had moved into the shared

services hub prior to the station closure, was a helpful approach. The Chief Constable recognised the importance of sequencing of changes and underlined that the discussions aimed to deliver the most effective partnership approach, with all business cases including a partnership assessment. He highlighted that some senior officers within the Force were opposed to the move to Sir John Robinson Way but in retrospect it was felt to be the correct decision;

- Members welcomed the relocation of the Force in Harworth and felt that Harworth & Bircotes Town Council still offered a central location;
- Members queried whether there was a strategic plan in relation to custody suites. The Commissioner stated that discussions were ongoing to explore whether custody suites could be delivered in a cheaper way, including through collaboration to enable a 'street to suite' service. He highlighted that the Court Service was about to make an announcement about future court listings at Worksop Court and it was likely to mean a focus entirely on civil, rather than criminal, matters in future. He added that 50% of Worksop Police Station was currently not used and discussions were underway with Bassetlaw District Council about the potential for joint provision on the site of the Old Town Hall, leading to the closure of Retford Police Station.
- Members queried whether there was likely to be further investment in virtual counters. The Commissioner acknowledged the success of the approach in Eastwood whereby people talked to a camera, via which they could see the operator.

RESOLVED 2014/022

That Members' views on the information contained in the appendix be noted.

The meeting closed at 12.57 pm

CHAIRMAN

M_18June2014

WORK PROGRAMME

Purpose of the Report

1. To give Members an opportunity to consider the work programme for the Panel and to suggest further topics for inclusion (**see appendix A**).
2. To give further consideration to developing means for public engagement with the Panel and the Commissioner.
3. To consider whether to continue the approach of holding Panel meetings at different venues across the City and the County.
4. To note the rescheduling of the national Police and Crime Panel Conference at County Hall from 10 July 2014 to 17 October 2014.

Information and Advice

5. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Police and Crime Commissioner and the Chief Constable.
6. The work programme has been updated to include specific focus on two of the seven Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel (except the February meeting at which the precept and budget is considered).

Public Engagement

7. A number of Panels nationally have introduced a public question time facility at their meetings. At its last meeting, the Panel considered the relative merits and disadvantages of introducing such a session and the Commissioner underlined his willingness to be questioned by the public at meetings.
8. Although there was not a consensus view reached, Members generally felt that the public currently had a means of raising questions via the Panel. They felt that a more pressing issue was about how the Panel can best engage the public to help inform the Panel's scrutiny of the Commissioner. Members suggested that public engagement events involving the Panel, and possibly the Commissioner, may be more effective and a better way to raise awareness of the Panel's role, to seek views from the public and to better focus on strategic issues.
9. One Member of the Panel recently received an e-mail from a constituent raising concerns about the operational decision of the Force to target 'sexting' as a priority issue. The e-mail ended with the following general points:-

"I understand that the Police and Crime Panel oversees the PCC role. I would therefore like to ask you to do the following:

- 1. review how the public's views on crime and policy are taken into account in Nottinghamshire and whether this is happening effectively;*
- 2. whether the PCC is clearly communicating with the public his role and how the public can comment on police policy and crime;*
- 3. a review of how other PCCs are responding to and interacting with the public and whether Nottinghamshire PCC is providing similar opportunities for our residents."*

10. Members are asked to consider the above issues and decide how the Panel can best:-

- engage the public to assist in its scrutiny and support functions; and
- assess the success of the Commissioner's own engagement processes.

11. With regard to the latter, the Panel could choose to establish a Task and Finish group or request a report from the Commissioner to address the concerns above raised by a member of the public.

Panel Meeting Venues

12. At its last meeting the Panel revisited its previous decision to rotate its meetings around the County. It was felt at that time that the issue inter-linked with the discussion about public engagement and therefore no decision on a future approach should be taken until that issue had been clarified.

13. Members are asked to reconsider this issue following further discussions about public engagement.

National Police and Crime Panel Conference

14. Members are reminded that the National PCP Conference is being held at County Hall and the date was changed from 10 July 2014 to 17 October 2014 due to industrial action on the former date. The Commissioner is one of the speakers at this event. Any Members interested in attending who have not so far requested a place at this event should contact Keith Ford as soon as possible.

Other Options Considered

15. All Members of the Panel are able to suggest items for possible inclusion in the work programme.

16. The Work Programme has been updated following discussions around the Commissioner's update report at the last meeting. The regular standing items and statutory requirements have also been scheduled into the proposed meeting timetable.

Reasons for Recommendation/s

17. To enable the work programme to be developed further.
18. To increase public awareness and engagement with the Panel.
19. To consider the most appropriate venues to assist the business of the Panel.
20. To note the forthcoming national PCP conference.

RECOMMENDATION/S

- 1) That the work programme be noted and updated in line with Members' suggestions as appropriate.
- 2) Members give further consideration to how the Panel can best:-
 - engage the public to assist in its scrutiny and support functions; and
 - assess the success of the Commissioner's own engagement processes.
- 3) Members consider whether to continue holding Panel meetings at the offices of the various member Councils.
- 4) Members note the forthcoming national PCP conference being held at County Hall on 17 October 2014.

Background Papers and Published Documents

- 1) Minutes of the previous meeting of the Panel (published).

For any enquiries about this report please contact:-

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council
keith.ford@nottscc.gov.uk
Tel: 0115 9772590

Nottinghamshire Police and Crime Panel**Work Programme (as at 22 August 2014)**

<u>Agenda Item</u>	<u>Brief Summary</u>
10 November 2014 – 2.00pm – venue TBC	
Police and Crime Commissioner's update (including details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on two of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of the following Priority Themes:- <ul style="list-style-type: none"> • Priority Theme 3 – Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour • Priority Theme 7 – To spend your money wisely – to include Collaboration and Estate issues.
Process for consideration of proposed precept and Budget for 2015/16	To agree the process for the Panel to scrutinise the proposed precept and budget, including the proposed budget workshop/s.
5 January 2015 – 2.00pm – venue TBC	
Victims' Services – Code of Practice for Victims and Victims Strategy	Update on Nottinghamshire's role as an 'early implementer' in the new national approach and feedback from November 2014 inspection by Her Majesty's Inspectorate of Constabulary.
Police and Crime Commissioner's update (including details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on two of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of the following Priority Themes:- <ul style="list-style-type: none"> • Priority Theme 5 – Reduce the threat from organised crime – to include Proceeds of Crime Act (POCA) performance levels • Priority Theme – TBC
2 February 2015 – 2.00pm – venue TBC	

<u>Agenda Item</u>	<u>Brief Summary</u>
Police and Crime Plan	Annual Refresh
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Proposed Precept and budget 2015/16	To consider the Commissioner's proposed budget and Council Tax precept.
Police and Crime Commissioner's update (including details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance issues within the Force.
Specific focus on two of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of the following Priority Themes:- <ul style="list-style-type: none"> • Priority Theme TBC • Priority Theme TBC
20 April 2015 – 2.00pm – venue TBC	
Specific focus on two of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of two Priority Themes (to be agreed in February 2015).
Police and Crime Commissioner's update (including details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on two of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of the following Priority Themes:- <ul style="list-style-type: none"> • Priority Theme TBC • Priority Theme TBC
15 June 2015 – venue TBC	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2015/16 year.
Review of Balanced Appointment Objective.	The Panel will review its membership to see whether any actions are required in order to meet the requirements for:- <ul style="list-style-type: none"> • the membership to represent all parts of the police force area and be politically balanced;

<u>Agenda Item</u>	<u>Brief Summary</u>
	<p>and</p> <ul style="list-style-type: none"> • members to have the skills, knowledge and experience necessary.
Police and Crime Commissioner's update (including details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	15th September 2014
Report of:	Paddy Tipping Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	5

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) update report.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which the body thinks appropriate.
- 1.3 This report provides the Panel with an overview of current performance, key decisions made and his activities since the last report in December 2013.

2. RECOMMENDATIONS

- 2.1 The Panel to note the contents of this update report and consider and discuss the issues.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To provide the Panel with information so that they can review the steps the Commissioner is taking to fulfil his pledges and provide sufficient information to enable the Panel to fulfil its statutory role.

4. Summary of Key Points

POLICING AND CRIME PLAN – (2014-18)

- 4.1 Performance against targets across all seven themes is contained in the tables at **Appendix A** up to June 2014.
- 4.2 At the previous Panel meeting members requested that the Commissioner's report be simplified with a focus on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.3 However, the table below shows a breakdown of the RAGB status the Force has assigned to the 23 measures being monitored in its Policing Plan. It can be seen that 13 (56.5%) of these measures are either Amber, Green or Blue indicating that a majority of measures are close, better or significantly better than the target.

KEY to Performance Comparators			
Performance Against Target		Jun-14	% of Total
1	Significantly better than Target >5% difference	1	4.3%
1	Better than Target	6	26.1%
1	Close to achieving Target (within 5%)	6	26.1%
1	Significantly worse than Target >5% difference	10	43.5%
		23	100.0%

- 4.4 In summary, total crime is slightly higher than last year (+0.07%, Amber) but antisocial behaviour (ASB) is significantly higher (+19.5%, Red). It should be emphasised that most red ratings relate to shared measures e.g. effective trials at courts and satisfaction levels with local authorities in which the Police have no overall control.
- 4.5 Blue Rating (1 significantly better than Target >5% difference)
- 4.5.1 Although, the overall crime reduction target is rated amber, the year to date in respect of the number of Burglary Dwellings has reduced significantly, i.e. -17.8%. The Burglary Gold Group continues to meet and tackle the emerging problems.
- 4.5.2 There has been a significant reduction in the number of repeat victims of Hate Crime compared to 2013/14 i.e. -21.1%. However, numbers are historically low which can cause large swings in percentage change.
- 4.6 Red Rating (1 significantly worse than Target >5% difference)

- 4.6.1 Early guilty plea rate for Magistrate's Court is 67.1% and is lower than last year (-1.1%) and lower than national averages for Magistrates Courts cases for the year to date so far.
- 4.6.2 The percentage of effective trials in the Magistrates' and Crown Courts is also lower than the 50% target i.e. MC 40.10% and CC 46.30%. The Magistrates Courts rate shows a slightly decreasing trend over the last twelve months, this being the result of a slight increase in the ineffective trial rate. Ineffective trials are when a trial does not go ahead as planned for reasons which may be due to the prosecution, defence or administrative reasons within HMCTS.
- 4.6.3 The Crown Court Effective Trial rates saw a positive spike in April 2014 however levels have returned to a more usual level. The long term trend is showing an overall downwards trajectory, again with an increase in ineffective trials showing an upwards trajectory.
- 4.6.4 The Force was set a target to significantly reduce levels of Violence with Injury but currently it is +9.1%. This type of crime continues to show an increase. The short- and long-term significant upward trends suggest that the Force is unlikely to achieve target if current performance continues.
- 4.6.5 The Commissioner has pledged to reduce antisocial behaviour (ASB) by 50% reduction by 2015/16 (compared to the 2011/12 baseline). This year ASB has increased by +19.5%. Although significant reductions were made in previous years, to achieve this pledge a 24% reduction is required.
- 4.6.6 The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders is down 14%. The target was to increase by 10%. Year-to-date there has been 43 successful confiscation and forfeiture orders. In terms of value, there has been a marked decrease year-to-date compared to the same period last year, just over 25% less money was recovered, which has impacted on the average value of each order (£4,761.87)^a. A Force report on POCA is tabled as an additional agenda item to this meeting.
- 4.6.7 The Force is required to make efficiency savings of £12.7m by March 2015 and is currently off target by £0.6m^b. Local Policing is £0.237m behind target mainly due to overtime and vacancy rate; Specialist Services £0.095m behind target, mainly due to collaboration £0.051m which sits in Corporate Services; and Corporate Services £0.258m behind target. This is mainly due to the capitalisation of IS costs £0.144m and Oracle licences recharging £0.081m which are being re-phased to the end of the year, which leaves a genuine under achieved amount of £0.033m.

^a Year-to-date £204,760.34 was recovered compared to £273,628.92 in the previous year, a reduction of £68,868.58.

^b This is rated red due to the short term trend

- 4.6.8 The total number of days lost to sickness is 3.79% for officers just short of the 3.7% (8.2 days) target^c. The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 3.79% in June 2014 from 4.18% in June 2013. This represents a reduction of 7.8% over the past year. HR continues to work closely with line managers to reduce the number of officers on long term sick.
- 4.6.9 Currently, 51.1% of people surveyed agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues. The Force is 8.9% away from the 60% target, performance remains stable and there has been very little movement in previous two quarters.
- 4.7 The Commissioner is satisfied that the Chief Constable is aware of these issues and is taking appropriate action to address them all. In addition, the Commissioner has arranged a special performance stock take meeting for 5th September 2014 at which the Force will provide a detailed overview of current trends in ASB and crime and key partners have been invited so that assurance can be secured that all possible interventions are in place to tackle the current challenges.

DECISIONS

- 4.8 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable.

Significant Public Interest Decisions

- 4.9 The Commissioner's web site provides details of all significant public interest decisions. Since the last report a number of decisions have been approved in respect of:
- **Amendment to the Treasury Management Strategy:** To approve an overnight limit of up to £10m being held in the bank account of PCC and to also approve the removal of both parties from the counter party list.
 - **Police Business Services Business Case:** Collaboration of business services between Nottinghamshire and Northamptonshire has been detailed further to provide a breakdown of implementation costs and estimated savings.
 - **Digital Upgrade of GATSO Red Light Cameras:** To approve the request to purchase cameras and supporting infrastructure to enable the system to become operational
 - **Replacement Building Access Control System:** To approve the replacement of swipe card access control system and police key locks

^c This is rated red due to the short term trend

throughout the Force and the costs of producing replacement photo ID and swipe cards for all members of staff

- **Retford Shared Service with Bassetlaw District Council:** To approve the sale of Retford Police Station and to develop a Shared Service with Bassetlaw District Council
- **Treasury Management Delegations:** To approve the delegation to the Chief Finance Officer for the increase to £10m for the bank account balance
- **Police Pensions Administration and Payroll:** To agree to move Pensions admin and payroll away from Nottinghamshire County Council
- **Provision of new Biomass Boiler Plant and Associated Work at Nottinghamshire Police Headquarters:** To award to contract to Ashwell Biomass Limited
- **Provision of Temporary Staff to Nottinghamshire Police:** A zero commitment contract be awarded to Reed Specialist recruitment for the period 1 August 2014 to 31 July 2016 for the provision of temporary staff
- **Nottinghamshire Police Replacement Telephony System:** To approve the contract awarded to BT iNet for the period of 2 years commencing 23rd June 2014 to 22nd June 2016 for the provision of a replacement telephone system
- **Media and Communications Assistant Apprenticeship:** To agree the apprenticeship for NOPCC.
- **Treasury Management Year-end Report 2013-14:** To agree the review
- **Regional Drugs Laboratory Relocation:** To sign of relocation
- **Capital Out-turn and Slippage 2013-2014:** To note the expenditure for the year and to approve the net slippage into 2014-2015 capital programme.
- **Tom Ball Hall - Compensation Claim:** Claim made against the designers of conversion works of the former Bestwood Swimming Pool into police premises in 2004/5
- **Additional Capital Schemes - 2013/2014:** FEB has reviewed capital schemes (Crime Lights and Capitalisation of IT Staff Project Time) and seek that they are added to the Capital Programme. Approval sought for overspends on existing projects totalling £0.155m.
- **ICT Transformation Resources:** ICT Collaboration across Nottinghamshire Police, Northampton Police and Lincolnshire Police
- **Mental Health Strategy Triage Pilot (2 years):** To approve the Street Triage Team
- **Digital Upgrade of Cameras and Back Office:** To inform and agree approval for the award/extension of contract Truvelo (UK)

ACTIVITIES OF COMMISSIONER

4.10 The Commissioner and Deputy Commissioner continue to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City.

4.11 Some recent activities and developments include:

- Working closely with the Force to develop a new policing model for Nottinghamshire which places prevention of crime at its heart. Many of the savings for future years are dependent on a redesign of the workforce, further collaboration with other forces and changes to its operating model. It should be emphasised that over the past three years, savings of £42 million have been made and this year the budget is being reduced by £12.7 million.
- Despite the financial pressures the Commissioner is pleased to report that by the end of March this year (with a further 20 in the pipeline), the number of PCSOs has increased by 67, taking the total to 335.
- The Commissioner has conflicting pressures; on the one hand he has to make substantial savings and on the other hand he wants to fulfil his pledge of recruiting more police officers. However, further recruitment depends upon the success of the Force's savings plans in other areas, and is well aware that people prefer police officers to buildings. The Force now has a budgeted establishment of 2,109 officers which, compared to the actual number of officers of 2,011 in April last year is a significant increase.
- Following public consultation, we are now moving ahead with our plans to relocate some police stations and reduce some less-used front counter services. Such decisions have been made for economic reasons, but the fact that these services were underused mean it's also common sense, while helping us to protect frontline policing.
- In the autumn, the Commissioner will be responsible for commissioning and funding both practical and emotional support services for victims which includes community remedy solutions. Before this happens, it's imperative that strong relationships with colleagues are built. In June this year, a Victims of Crime Conference was held that to ensure that swifter justice and appropriate support to victims will be delivered. Stakeholders were briefed on the Code of Practice for Victims of Crime and the Commissioner's draft Victims' Strategy, which has been guided by the valuable feedback we've received from victims.
- £228,175 has been awarded from the Government's PCC Competed Fund following a successful application by the Commissioner's Deputy. Young women who suffer at the hands of a violent partner in Nottinghamshire will now receive more help to recover.
- In June 2014, the Commissioner held an event so that Police, Partners, key retailers and academics could consider the current threat of retail crime and make proposals to help tackle the problem. The Commissioner has

provided £10k to part-fund the Nottinghamshire County Business Crime Partnership (BCP). He has also provided additional funding to pilot ten GPS state of the art electronic tags to be used with the most persistent shoplifters to improve offender management. The technology is now capable of sending alerts to all interested parties including retailers where outer zones (Shopping Centre) and inner zones (specific retail store) are breached. The Commissioner intends to write to the Secretary of State for Justice and Lord Chancellor to ensure that the necessary legislation is in place as part of the national review.

- The Commissioner has been successful in his bid to the Government's Innovation Fund on behalf of the forces which make up the East Midlands Police Collaboration Programme (EMPCP). Police Forces across the East Midlands have been awarded over £5m of Home Office funding to invest in new technology and pioneering crime investigation techniques to improve public safety, it has been confirmed. Funding worth £2.9m has been awarded for a four forces (Nottinghamshire, Leicestershire, Lincolnshire and Northamptonshire) interoperable crime and justice platform to improve the sharing of information and the submission of evidence between forces and the criminal justice system.
- Funding has also been awarded for a range of other projects across all five forces. This includes nearly £1.7m for body worn videos which will help officers collect evidence of criminality while on the frontline and will also act as a deterrent tool, helping to defuse potentially violent situations before an officer has to resort to force.
- A further £0.4m has been awarded in support an integrated 'virtual courts system' across the East Midlands, linking all police custody areas, victim suites and all courts. This will enable HMCTS and MOJ to make substantial savings through reduced prisoner transfers and will allow the police, CPS, criminal defence and the Courts to support the delivery of two key objectives in the Government's Criminal Justice Strategy and Action Plan

4.12 **Appendix B** contains the Commissioner's newsletter for July 2014 and provides more detail of his and his Deputy's activities since the last Panel report.

5. Financial Implications and Budget Provision

5.1 None - this is an information report. Although the report does contain some information on budget variance.

6. Human Resources Implications

6.1 None - this is an information report. However, the report does provide some information about BME representation.

7. Equality Implications

- 7.1 None – although it should be noted that high levels of crime occur predominately in areas of high social deprivation.

8. Risk Management

- 8.1 Risks to performance are identified in the main body of the report together with information on how risks are being mitigated.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 This report provides Members with an update on performance in respect of the Police and Crime Plan.

10. Changes in Legislation or other Legal Considerations

ANTISOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 – COMMUNITY TRIGGER AND REMEDY

- 10.1 The Anti-social Behaviour, Crime and Policing Act 2014 received royal assent on 13 March 2014 and the provisions will become effective from 20 October 2014. The ASB Transition Group, Chaired by the Director of Nottingham Crime & Drugs Partnership (CDP) is a multi-agency group of officers who are developing practical proposals for the consistent implementation of the legislation in the City and County. The Government published statutory guidance in July 2014.^d
- 10.2 The statutory guidance defines the role of the Police and Crime Commissioner in that the Commissioner must be consulted on the Review Procedure when it is set up, and must also be consulted when it is reviewed. Arrangements may be made for the Commissioner to be directly involved in the Community Trigger. In Nottingham and Nottinghamshire it is proposed that the Commissioner will be involved with working with cases where the applicant is dissatisfied with the way in which their application for an ASB case review or how the ASB Case Review was carried out.
- 10.3 Of particular relevance to the Commissioner are the Community Trigger and Community Remedy:

^d *Anti-social Behaviour, Crime and Policing Act 2014: Reform of antisocial behaviour powers, Statutory guidance for frontline professionals (July 2014).*
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/332839/StatutoryGuidanceFrontline.pdf

- The Community Trigger, gives victims the ability to demand action, starting with a review of their case, where the locally defined threshold is met.
- The Community Remedy, gives victims a say in the out-of-court punishment of perpetrators for low-level crime and anti-social behaviour.

COMMUNITY TRIGGER

10.4 The Community Trigger is defined in the Act as being a requirement of the relevant bodies in a local government area to carry out a review of the response to anti-social behaviour where a person has made a complaint about anti-social behaviour and (a) that person, or any other person makes an application for such a review, and (b) the relevant bodies decide that the threshold for a review is met.

10.5 The Act states that the relevant bodies in each local government area must produce a Review Procedure which describes the arrangements for carrying out ASB Case Reviews by those bodies and ensure that the Review Procedure is published. The Act goes on to stipulate a number of specific requirements that the ASB Review Procedure must contain (including what is to happen where an applicant is dissatisfied with the way in which the relevant bodies have dealt with an application for an ASB Case Review or has carried out an ASB Case Review and the assessment and review of Review Procedures).

10.6 The ASB Transition Group is developing a consistent approach to the implementation of the Community Trigger across the City and County. The Commissioner will provide a further report when these arrangements are finalised.

COMMUNITY REMEDY

10.7 The Act places a duty on the Police and Crime Commissioner to consult with members of the public and community representatives on what punitive, reparative or rehabilitative actions they would consider appropriate to be on the Community Remedy document. The Community Remedy document should be considered when it is proposed that a perpetrator be given a conditional caution or youth conditional caution as a means of consulting the victim about the possible conditions to be attached to the caution. The Community Remedy document is a list of actions which may be chosen by the victim for the perpetrator to undertake in consequence of their behaviour or offending. Some suggested examples include:

- Mediation (for example, to resolve a neighbour dispute);
- A written or verbal apology;
- The perpetrator signing an Acceptable Behaviour Contract – where they agree not to behave
- Anti-socially in the future – or face more formal consequences;
- To take part in a restorative justice activity such as a neighbourhood justice panel;

- To pay an appropriate amount for damage to be repaired or stolen property to be replaced;
- Participation in structured activities that are either educational or rehabilitative, funded by the PCC as part of their efforts to reduce crime; or
- Reparation to the community (for example, by doing local unpaid work for a short period).

11. Details of outcome of consultation

11.1 The Deputy Chief Constable has been consulted on this report and feedback has been taken into account.

12. Appendices

- A. Performance Tables
- B. Commissioner's Newsletter for July 2014

13. Background Papers (relevant for Police and Crime Panel Only)

- Police and Crime Plan 2014-2018 (published)
- Force Performance Report – June 2014
- Anti-social Behaviour, Crime and Policing Act 2014: Reform of antisocial behaviour powers, Statutory guidance for frontline professionals (July 2014).

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Business & Finance














Performance & Insight Report

Police & Crime Plan Objectives One to Seven





Performance to June 2014

Executive Summary

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Current Performance - Year-To-Date to June 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Percentage of victims that are completely, very or fairly satisfied with the service provided	87.1% 		
2	Percentage of victims and witnesses satisfied with the services provided by the Courts	96.4% 		
3	Percentage of people who agree that the Police and Council are dealing with local ASB and other crime issues	51.1% 		
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Repeat DV +1.2%  % DV Victims +39.9% Repeat HC -21.1%  Repeat ASB +16.8%		
5	Public confidence in reporting offences to the Police	Serious Sex +55.0% Domestic Ab -26.0% DA Sat 91.7% Hate Crime +13.0%		
6	The number of people killed or seriously injured (KSIs) on Nottinghamshire's roads	-4%  		-4%

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice System

Measure		Current Performance - Year-To-Date to June 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Percentage of Crown and Magistrate's Court files submitted to the CPS on time and without errors			
2	Crown Court and Magistrate's Court conviction rates	CC 82.5%  MC 84.4% 		
3	Early guilty plea rate for Crown Court and Magistrate's Court	CC 38.9%  MC 67.1% 		

4	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	CC 46.3% MC 40.1% CC 46.3% MC 40.1%	● ● ● ●		
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Strategic Priority Theme 3: Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour

Measure		Current Performance - Year-To-Date to June 2014			
		Performance / Difference		Short-term Trend	Long-term trend
1	Reduction in 'All Crime' across the Force	0.07%	●	△	▲
2	Reduction in Anti-Social Behaviour (ASB) incidents across the Force	+19.5%	●	△	▲
3	The detection rate (including positive outcomes) for Victim-Based Crime	-3.1pp	●	▼	▽

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour

Measure		Current Performance - Year-To-Date to June 2014			
		Performance / Difference		Short-term Trend	Long-term trend
1	The number of alcohol-related crimes	-7.1%			
2	Re-offending of drug fuelled offenders in the Force IOM cohort				

Strategic Priority Theme 5: Reduce the threat from organised crime

Measure		Current Performance - Year-To-Date to June 2014			
		Performance / Difference		Short-term Trend	Long-term trend
1	Reported drug offences	-5.9%		▲	▲
2	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	-14.0%	●		
3	Force Threat, Harm and Risk (THR) assessment level		●		

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending				
Measure		Current Performance - Year-To-Date to June 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Re-offending of offenders in the Force IOM cohort			
2	Youth Offender re-offending rates	Ci 32.6%		
3	Community Resolutions for Youth Offenders			

Strategic Priority Theme 7: To spend your money wisely				
Measure		Current Performance - Year-To-Date to June 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Make efficiency savings	-£0.6m	●	●
2	Ensure balanced budget	-£1.6m	●	●
3a	Total number of days lost to sickness (Officers)	3.79%	●	●
3b	Total number of days lost to sickness (Staff)	3.51%	●	●
3c	BME representation	4.2%	●	●

Full Summary

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people						
Measure		Target Profile	Current Performance - Year-To-Date to June 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	90% of victims completely, very or fairly satisfied	87.1% 1	◆	◆	<p>Performance remains stable, and the most recent figure, covering satisfaction for incidents reported in the 12 months to April, contrasts with 87.1 percent for the same period last year.</p> <p>While there is no underlying difference between the divisions in terms of the headline figure (City 86.3 percent, County 87.6 percent), theft from vehicle crime satisfaction remains a differentiating factor.</p> <p>The Force is above peers, both nationally and when compared to the Most Similar Group (MSG) average (based on 12 months of interviews ending March 2014).</p>
2	Percentage of victims and witnesses satisfied with the services provided in Court	An increase in the percentage of victims and witnesses satisfied compared to 2013/14	96.4% 1	△	▲	<p>In May, around 98 percent of victims and witnesses responding were satisfied or very satisfied with the services provided in Court.</p> <p>Figures for the 12 months to May show that more than nine in every ten respondents were satisfied in comparison with the 2013/14 level of 95.7 percent (April 2013 - March 2014).</p>
3	Percentage of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	60% agreement by 2015-16	51.1% 1	n/a	◆	<p>Current performance year-to-date to December 2013. The Force is 8.9 pp away from the 60% target, performance remains stable and there has been very little movement in previous two quarters.</p>

4	Percentage reduction of people that have been repeat victims within the previous 12 months	A reduction in the number of repeat victims of Domestic Violence compared to 2013/14	+1.2%	●	n/a	n/a	There has been a 1.2% increase in the number of repeat victims of Domestic Violence, this equates to an additional six victims. This is a considerable drop on the increase reported in the previous month (+7.9%). This fall has therefore reduced the overall proportion of Domestic Violence victims who are repeats.
		To monitor the proportion of Domestic Violence crimes which are repeats	39.9%		n/a	n/a	
		A reduction in the number of repeat victims of Hate Crime compared to 2013/14	-21.1%	●	n/a	n/a	Given the increases reported previously, the considerable reduction is indicative of certain repeat victims no longer being part of the previous 12 month cohort.
		To monitor repeat victims of Anti-Social Behaviour incidents	+16.8%		n/a	n/a	As ASB continues to increase, as have the number of repeat victims, it will be interesting to monitor if the predicted reductions in ASB have an impact on the numbers of repeat callers.
5	Public confidence in reporting offences to the police	To monitor the number of Serious Sexual offences	+55%		n/a	n/a	There have been 86 additional Sexual Serious Offences recorded compared to the previous year. The main driver appears to be the increase in Sexual Assaults (66%).
		To monitor the number of Domestic Violence incidents and crimes	-26%		n/a	n/a	In terms of Domestic Abuse, crimes year-to-date have increased by 4% (62 offences), compared to a 32% reduction in the numbers of Domestic Incidents (-1356)
		To monitor satisfaction levels of victims of Domestic Abuse through the Force victim surveys;	91.7%		n/a	n/a	Results of the Domestic Abuse Victim Satisfaction Survey for incidents reported in the 12-months to the end of March 2014 demonstrate that rates remain broadly stable with more than nine in every ten victims satisfied with the whole experience (543 out 592 respondents). There is insufficient data to determine short-term and long-term trends.

		To monitor the number of Hate Crimes	+13%	n/a	n/a	There have been 8 less Hate Crimes recorded year-to-date. The reduction was driven by City Division with no increases on the County Division.
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	<p>To maintain a reduction in the number of persons Killed or Seriously Injured on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 40% reduction by 2020 (from the 2005-2009 baseline)</p> <p>This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year;</p>	-4% ●	◆	◆	<p>Definitive Q1 data for 2014 is expected on 29/7/14. However indicative data from POETS suggests that RTC's with a KSI's outcome have fallen by 4% in the period January to June 2014 compared to 2013. This is a favourable position in that it captures and retains the 20.2 % annual reduction in KSI's we achieved in 2013. Q1 in 2014 saw a continuation of the high number of fatalities see in December 2013, however that trend has now stopped. Currently we have 13 fatalities in 2014 compared to 17 at the same moment last year. April/May 2014 saw Operation Drosometer 3 and over 6000 offenders were dealt with for fatal 4 offences at the roadside and Operation Drosometer 4 is planned for later in the year.</p>
		Monitor KSIs for 0-15 year olds.	-12.5%			

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice System						
Measure		Target Profile	Current Performance - Year-To-Date to June 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Percentage of Crown and Magistrates' Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A reduction in the error rate and late rate compared to 2013/14				A new quality review system is being implemented through the Prosecution Team Performance management meeting. Data is not yet available for this measure.
2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC 82.5% (+2.1%) ●	n/a	n/a	Monitored quarterly: Conviction rates in the Crown and Magistrates Courts are currently above national averages for Nottinghamshire (Year to date).
			MC 84.4% (+0.3%) ●	n/a	n/a	
3	Early Guilty Plea Rate for the Crown Court and Magistrates' Court	An increase in the Early Guilty Plea rate compared to 2013/14	CC 38.9% (+4.8%) ●	n/a	n/a	Monitored quarterly: Early Guilty Plea rates are better than National averages for Crown Court cases and lower than National averages for Magistrates courts cases for the Year to date so far. Early Guilty pleas are efficient within the criminal justice system negating the need for a trial. This will be discussed at June 2014 Joint Performance Board and updates provided in the next P and I report.
			MC 67.1% (-1.1%) ●	n/a	n/a	
		To be better than the national average	As above			

4	Percentage of effective trials in the Magistrates' and Crown Courts	Reduce % of ineffective trials compared to 2012/13	CC 46.30%	●	n/a	n/a	Monitored quarterly: The Magistrates Courts Effective Trial Rates show a slightly decreasing trend over the last twelve months, this being the result of a slight increase in the ineffective trial rate. Ineffective trials are when a trial does not go ahead as planned for reasons which may be due to the prosecution, defence or administrative reasons within HMCTS. The Crown Court Effective Trial rates saw a positive spike in April 2014 however levels have returned to a more usual level. The long term trend is showing an overall downwards trajectory, again with an increase in ineffective trials showing an upwards trajectory.
			MC 40.10%	●	n/a	n/a	
		Achieve an effective trial rate of 50%	CC 46.30%	●	n/a	n/a	
			MC 40.10%	●	n/a	n/a	

Strategic Priority Theme 3: Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour						
Measure		Target Profile	Current Performance - Year-To-Date to June 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	A reduction in All Crime, particularly Victim-Based Crimes compared to 2013/14	A reduction in All Crime compared to 2013/14	+0.07% ●	△	▲	For the first month of this financial year, the Force is showing an increase year-to-date in 'All Crime'. Both the short and long-term trends suggest continuing increases, with the long-term trend predicting a significant increase. The increase is due to County recording an increase both month-to-date and year-to-date, compared to a reduction recorded on the City Division.
		A reduction in Victim-Based Crimes compared to 2013/14	-1.6% ●	△	▽	In terms of Victim-Based Crime, the Force continues to show a reduction, suggesting that the Forces 'prevention' approach is paying dividends resulting in increasing numbers of 'Other crimes against society' (+15.2%),
		To monitor the number of offences in those local areas which experience a high level of crime	Ci +1%	n/a	n/a	In the Priority Plus Areas, there has been a 1pp increase on the City compared to a 3pp increase on the County taking into consideration the different numbers and profiles across the two Divisions.
			Co +3%	n/a	n/a	
		To significantly reduce levels of: Burglary Dwelling	-17.8% ●	▼	▼	The Force is continuing to record a significant reduction in Burglary Dwellings, however, small month-on-month increases in May and June 2014, have diminished the year-to-date reduction. The Burglary Gold Group continues to meet and have commissioned in-depth analysis of the recent increases.

		To significantly reduce levels of: Robbery	+1.9%	●	▲	△	Due to there having been less than half the number of Business Robberies compared to last year-to-date, the Force recorded a small increase, despite there having been seven additional Robberies in June when compared to last year. Personal Robberies appear to be increasing and in the short-term this may have a significant impact on overall Robberies.
		To significantly reduce levels of: Violence with injury	+9.1%	●	▲	▲	Violence with Injury continues to show an increase, but less so than in the previous report. The short- and long-term significant upward trends suggest that the Force is unlikely to achieve target if current performance continues.
		To reduce Shop Theft	-4.7%	●	▲	▼	The reduction in Shop Theft is less so than reported last month. Whilst, the long-term trend remains significant, the short-term trend is significant which will impact on the Force year-end total.
2	Reduce Anti-Social Behaviour incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB Incidents in line with the long-term target of 50% reduction by 2015/16 (compared to the 2011/12 baseline)	+19.5%	●	△	▲	The Force is continuing to show an increase in ASB with a significant long-term upward trend.
3	The detection rate (including Positive Outcomes) for Victim-Based Crime	An increase in the detection rate for Victim-Based Crime;	-3.1pp	●	▼	▽	The fall in detections is lesser than reported last month, although it is still showing a downward long-term trend in terms of numbers, which is significant in the short-term.

		To monitor the proportion of Community Resolution disposals.	-0.35pp ●	▽	▼	The proportion of Community Resolution disposals has reduced slightly on the previous year; however, in terms of the number of Community Resolutions, there has been a 14.2pp reduction. However, all positive outcomes, bar Charge/Summons have shown considerably larger reductions, indicating that this is an overall issue with Detections.
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Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour						
Measure		Target Profile	Current Performance - Year-To-Date to June 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	The number of alcohol-related Crimes	To monitor the number of crimes and ASB incidents which appear to be alcohol-related	Crime -7.1%	n/a	n/a	Based on a complex search it is estimated that 13.1% of Crime is alcohol-related, this is a comparable proportion when compared to ASB. However, it is not clear why the reduction of 7.1% is in contrast to overall Crime performance, whilst the increase in alcohol-related ASB is roughly in line.
			ASB +19.5%	n/a	n/a	
		To monitor the proportion of alcohol-related Violent Crime	24.1%	n/a	24.1%	Only a quarter of Violent Crime is estimated to be alcohol-related, which is woefully below the estimated national average of over half.
2	Re-offending of drug fuelled	To monitor the number and				New scoring process implemented June 2014 to

	offenders in the Force IOM cohort	seriousness of offences committed by drug fuelled offenders in the IOM cohort				include offences of violence, new cohort identified for June 2014 and offending level baseline measured. Measurements will be taken every quarter to compare offending levels with the previous year and quarter on quarter.
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Strategic Priority Theme 5: Reduce the threat from organised crime						
Measure		Target Profile	Current Performance - Year-To-Date to June 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Reported drug offences	To monitor the number of production and supply of drug offences	-5.9%	▲	▲	Whilst the number of Production and Supply of Drug Offences has fallen year-to-date, the reduction is smaller than reported last month and it is estimated that numbers will significantly increase in the short and long-term. As reported last month the main driver of the reduction is due to a considerable fall in the numbers of Production offences (-38.6%) compared to considerable increase in Supply offences (71.4%), but numbers are however low.
2	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	A 10% increase in the number of orders compared to 2013/14	-14.0% ●	n/a	n/a	Year-to-date there have been 43 successful Confiscation and Forfeiture Orders, this is 14% lower than last year, and therefore places the Force 27.9pp away from the target of a 10% increase. However, this is an improvement on the previous month where the Force was 30.4pp away from target. In terms of value, there has been a marked decrease year-to-date compared to the same period last year, just over 25% less money was recovered, which has impacted on the average value of each order (£4,761.87) ¹ .
3	Force threat, harm and risk (THR) assessment level	To reduce the Threat, Harm and Risk below the 2013-14 level	●			In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a







¹ Year-to-date £204,760.34 was recovered compared to £273,628.92 in the previous year, a reduction of £68,868.58.





						<p>result of various Nottinghamshire Police and EMSOU operations.</p> <p>The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent.</p>
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Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure		Target Profile	Current Performance - Year-To-Date to June 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Re-offending of offenders in the Force IOM cohort	To reduce the number and seriousness of offences committed by offenders in the IOM cohort				New scoring process implemented June 2014 to include offences of violence, new cohort identified for June 2014 and offending level baseline measured. Measurements will be taken every quarter to compare offending levels with the previous year and quarter on quarter.
2	Youth offender re-offending rates	To monitor re-offending rates and offending levels of youth offenders in the Youth Justice System	Ci 32.6%			No data received this month: City Youth Offending Team reported a re-offending rate of 1.07 12 months to June 2014, with 32.6% of the cohort re-offending. There are no data to report on for the County.
3	Community Resolutions for Youth Offenders	To monitor re-offending in Youth Offenders who have received a Community Resolution				A query is currently being built to facilitate the analysis of this area.

Strategic Priority Theme 7: To spend your money wisely						
Measure		Target Profile	Current Performance - Year-To-Date to June 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Make efficiency savings	Save 12.7m by March 2015	-£0.6m	●	●	<p>The Government's grant has reduced significantly and in order to balance the budget, savings of £12.7m need to be made in 2014-15. Detailed plans are in place to ensure the savings target is met.</p> <p>Local Policing are £0.237m behind target mainly due to overtime and vacancy rate; Specialist Services £0.095m behind target, mainly due to collaboration £0.051m which sits in Corporate Services; and Corporate Services £0.258m behind target. This is mainly due to the capitalisation of IS costs £0.144m and Oracle licences recharging £0.081m which are being re-phased to the end of the year, which leaves a genuine under achieved amount of £0.033m.</p>
2	Ensure balanced budget	Overall spend v budget 2014/15 budget - £193.8m	-£1.6m -3.2%	●	●	<p>Expenditure was £1.560m worse than budget. This was largely due to cost incurred relating to Designing the Future, where the budget assumed a quarterly review which will now take place later in the year – this is not a risk; £0.326m expenditure on the community safety grant within the OPCC where the budget assumes no spend until July; and efficiencies challenge.</p>

3	Total number of days lost to sickness (Officers and Staff 3.7% (8.2 days))	Officers	3.79%			<p>The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 3.79% in June 2014 from 4.18% in June 2013. This represents a reduction of 7.8% over the past year. HR continues to work closely with line managers to reduce the number of officers on long term sick.</p> <p>Officer sickness absence in the 12 months to March 2014 amounted to an annual cost to the Force of £3.9m.</p>
		Staff	3.51%			<p>The latest 12 month rolling sickness data for the Force has shown that staff sickness reduced to 3.51% in June 2014 from 3.94% in June 2013. This represents a reduction of 10.8% over the past year. HR continues to work closely with line managers to reduce the number of officers on long term sick.</p> <p>Staff sickness absence in the 12 months to March 2014 amounted to an annual cost to the Force of £1.5m.</p>
4	BME representation	BME representation within the Force to reflect the BME community	4.2%			<p>Current BME representation in Force stands at 4.2%, an increase of 0.2%. This shows little change from the proportion recorded in March 2012, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.</p> <p>The 4.2% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).</p>

Pm	Overtime Budget	Maintain overtime spend below budget 2014/15 budget - £3.3m	-£0.2m -19.2%			<p>The Force's overtime expenditure year to date was £1.284m, which is an over spend of £0.206m against a budget of £1.077m. The majority of the over spend was in County and City. This over spend has been partially offset by mutual aid income. The full impact of the Easter and May Bank Holidays can only be evaluated when payments have been made, which will be by the end of July.</p> <p>The main operations were: major crime ops Hallux, Hearth and Pelfry; County Encollar, Claustral and Packhouse; City centre patrols; OSD Eagle, Genre; and ministerial visits for the Newark By-Election (Kapak).</p>
Pm	Establishment (FTE's)	<ul style="list-style-type: none"> • Officer establishment TBC • Staff establishment TBC 	<p>2,054 FTE -16 v budget</p> <p>1,548 FTE -83 v budget</p>			<p>Officer establishment at the end of June was 2,070 FTE's which was 16 lower than budget. This was due to a higher number of police officers leaving than originally anticipated.</p> <p>Staff establishment at the end of June was 1,596 FTE's (including PCSO's at 346 FTE's) which was 83 FTE's lower than budget, with PCSO's being 6 higher than budget.</p>

THE BEAT

We all know through our own experience and communities that the economic climate is pretty tough.

I've never pretended that dealing with the funding cuts to the policing budget would be easy and difficult decisions have had to be made. What's more, there is more to be done but our determination to respond to our communities has never wavered and we are doing everything possible to protect the public, our frontline and our financial future. Progress often emerges out of adversity and the positive steps we take now will create a much more sustainable police force in the future.



HMIC Valuing the Police Programme

The Force and I have been working closely together to develop a new policing model for Nottinghamshire which places prevention of crime at its heart. This is not only logical working practice, but it is an imperative in order to meet future demand on policing. Now this new model must be implemented speedily and we are currently talking to officers and staff about the new arrangements. Discussions with partners are taking place too.

Prior to the finalisation of this new model, HMIC carried out an inspection that reviewed the current financial position of all Forces and their preparations to meet future funding difficulties. Although the findings of the Nottinghamshire report were fair at the time they were written, the inspection took place before we had agreed our action plan and we are now much

further ahead in our preparations to safeguard our financial future.

While we have a balanced budget this year, and I'm confident that this will be the case next year, many of the savings for future years are dependent on a redesign of the workforce, further collaboration with other forces and changes to its operating model.

However, HMIC was concerned the Force had not yet made decisions confirming any new way of operating and said any further delay in decision-making or implementation would have an impact on the Force's ability to meet its savings targets in the future. Those difficult decisions have now been made.

We very strongly reject the notion that we've been slow to implement change. The decisions we make now will have a lasting impact on the people of Nottinghamshire, particularly victims of crime, and we've been reluctant to rush any strategy that hasn't been given due

consideration. Our determination has been to protect and preserve frontline policing.

We've risen to the challenges outlined and are progressing robust plans that will enhance services for local people.

"Over the past three years, savings of £42 million have been made and this year the budget is being reduced by £12.7 million."

Let me be clear – it is tough out there, but HMIC is fully aware of our position and has publicly acknowledged the progress that has been made since the inspection.

Police station and front counter organisation



While it is true that our funding position has forced difficult decisions upon us, they are nonetheless the right choices and in the overall interests of the Force and the public. This is very much the case with our police station and front counter review, which has looked at footfall figures to decide how and where we could be better meeting the public's needs.

Following public consultation, we are now moving ahead with our plans to relocate some police stations and reduce some less-used front counter services. Such decisions have been made for economic reasons, but the fact that these services

were underused mean it's also common sense, while helping us to protect frontline policing.

The changes will mean selling Arnold and Carlton Police Stations (saving £180,000 per year) and creating a new multi-services hub at the old Home Brewery building in Arnold, in partnership with Gedling Borough Council and Nottinghamshire County Council. A new community police station has been proposed for Carlton while officers and staff from Sneinton will relocate to St Ann's Police Station.

In addition, a community police station for officers will be set up in Sneinton before the current Police Station is closed. Similarly, in the Meadows, officers and staff will relocate to Riverside and a community police station facility will be established ahead of the closure of the existing station itself.

Despite a widely publicised consultation, only a relatively small number of responses were received, nearly all relating to the proposals affecting Carlton Police Station. To address the concerns raised, I've postponed the closure and kept open its front counter until a suitable alternative is found, which is likely to be a shared facility with partners.

Of course, there has been concern about these plans. My determination has been to protect neighbourhood policing. Closures help us to achieve that. They are tough decisions, but the right ones.

National crime statistics published

Recently, the national crime figures were released. For the first time for more than a decade, recorded crime did not fall. Nottinghamshire recorded a 1% increase in all recorded crime between April 2013 and March 2014. The data, released by the Office for National Statistics, also showed burglary, violent crime and sexual offences have also risen.

But there was more positive news with offences of criminal damage, vehicle crime and drugs falling. And Force figures show that a concerted campaign to help cyclists protect their bikes has proven a success, with bike thefts reducing.

Latest figures show bicycle theft was down 7.6% between April and June – a reduction of 45 offences. This follows the 'Swap a lock' campaign which allows the public to swap their bike locks for a high-standard version. Overall crime fell slightly from 17,951 to 17,941, domestic burglary fell 17.9% (194 offences), shoplifting was down 4.7% (98 offences) and theft from the person offences reduced by 40.7% (180 offences).

Crime in Nottinghamshire remains at historically low levels. Dedicated, targeted operations are making a real difference and we will continue to work together with our partners to deliver further success.



Victims' services placed top of the agenda

A host of agencies responsible for delivering victims' services gathered together for Nottinghamshire's first Victims of Crime Conference last month.

The event provided an opportunity to share with our colleagues the findings of our recent research into the views of victims of crime in the county and to collectively map out how we can improve services in the future. Stakeholders were also briefed on the Code of Practice for Victims of Crime and my draft Victims' Strategy, which has been guided by the valuable feedback we've received from victims.

In the autumn, I will be responsible for commissioning and funding both practical and emotional support services for victims which includes community remedy solutions. Before this happens, it's imperative we build strong relationships with our colleagues who are equally as keen to deliver swifter justice and appropriate support to victims. This first conference has instigated the start of what I hope will be a very long and fruitful relationship.



Funding granted to help assist victims

Young women who suffer at the hands of a violent partner in Nottinghamshire are to receive more help to recover thanks to successful bids for grant funding.

A total of £228,175 has been awarded from the Government's PCC Competed Fund following applications by my colleague, Deputy Police and Crime Commissioner Chris Cutland.

The funding will be used to develop a new programme for young women affected by violence, with the continued roll-out of teen projects to help vulnerable young women. It will also enable the expansion of the Freedom programme, supported by subsequent therapeutic group work. The Freedom programme empowers women to understand the domestic abuse that they have experienced.

Although the funding is for one year only, it will enable us to bring forward plans for new work, allow other work to be expanded and reduce some of the pressure on our budget for other victims.

Stay safe this summer



With the start of the school holidays and the hot weather it's easy to forget that open windows, property such as mowers or bicycles left outside and unsecured garden sheds provide a welcome invitation for the opportunistic criminal. Please, take a few sensible precautions to prevent you from becoming a victim of crime.

Also the hot weather seems to drive an increase in noise-related anti-social behaviour as people enjoy themselves outside. It's important that we show some consideration for our neighbours – no-one wants to stop anyone enjoying themselves, it's just that one person's party can be another person's pain.

I know that many youngsters feel there is not enough to do in the holidays, something which is often cited as the reason for anti-social behaviour. However, there are many projects around aiming to keep young people interested, occupied and out of trouble – indeed we've helped a few of them – and targeted patrols will be out and about at key times.

So, have a wonderful summer. My team and I will be out and about at a number of local events over the coming weeks asking what your views are about policing. Do come and talk to us, we value your opinion.

Amongst other events you can find us at:

- The Riverside Festival, Nottingham – **2 August**
- Caribbean Carnival, Nottingham – **17 August**
- Emergency Services Day, Newstead Abbey, - **31 August**

We are also keen to hear your thoughts on the type of penalty offenders of low-level crime and anti-social behaviour should receive. If you are not likely to see us at an event this summer, the survey is also available on the website: <http://www.nottinghamshire.pcc.police.uk/Get-Involved/Consultations-and-Surveys/Community-Remedy.aspx> I would be grateful for your views.

KEEP ON TALKING

I'm delighted that so many people contact me, with problems, compliments and comments. This is particularly important as I need to be able to listen to your views and learn from them and also know that you can keep up to date with what my Deputy, my team and I are doing.

Whatever I do, I am answerable to you, the electorate. You can contact me at any time to ask questions or put your views across.

You can visit:

www.nottinghamshire.pcc.police.uk

You can follow me:

@PaddyTipping and @NottsPCC
or **Facebook PaddyTipping or NottsPCC**

You can write to me at:

Nottinghamshire Office of the Police and Crime Commissioner, Arnot Hill House, Arnot Hill Park, Arnold, Nottingham NG5 6LU

E-mail me at:

nopcc@nottinghamshire.pnn.police.uk

Telephone me on:

0115 844 5998

For Information	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	15th September 2014
Report of:	Police & Crime Commissioner Paddy Tipping
Report Author:	Laura Spinks
E-mail:	Laura.spinks@nottinghamshire.pnn.police.uk
Other Contacts:	Paul Steeples, Head of Business & Finance
Agenda Item:	6

*If Non Public, please state under which category number from the guidance in the space provided.

Responding to Austerity – Her Majesty’s Inspectorate of Constabulary (HMIC) Report

1. Purpose of the Report

- 1.1 The purpose of this report is to inform the Police and Crime Panel of the content of Her Majesty’s Inspectorate of Constabulary’s (HMIC) ‘Responding to Austerity’ report, which was published in July 2014.
- 1.2 This paper also outlines the Force response to the issues raised within the report.

2. Recommendations

- 2.1 It is recommended that members of the Panel note the contents of this report.

3. Reasons for Recommendations

- 3.1 The purpose of the recommendation is to ensure that members of the Police and Crime Panel are provided with the detail of HMIC’s report as well as the Force’s response.

4. Summary of Key Points

- 4.1 In the October 2010 spending review it was announced that central funding to police services in England and Wales would be reduced in real terms by 20% between March 2011 and March 2015. Every year since 2011, HMIC have reviewed Police Force plans to make the necessary savings under their ‘Valuing the Police’ programme.
- 4.2 In July 2014, HMIC published the findings of their most recent inspection into how the Force is planning to meet the severe spending cuts. The inspection was carried out in May 2014.
- 4.3 Nottinghamshire Police needs to save a total of £47.0m over the four years of the spending review. The Force has already achieved 73% (£34.3M) of the savings required and has exceeded its target in 2013/14, allowing for a contribution to its reserves.

- 4.4 HMIC's recent report found that much of the required savings for 2014/15 and 2015/16 are dependent on the Force redesigning the way in which it delivers policing through changes to its operating model, collaboration with local partners and other Forces. HMIC was concerned that the Force had not made timely decisions about the required changes and said that any further delay in decision making or implementation would have an impact on the Force's ability to meet its savings targets in the future.
- 4.5 At the time of the inspection the plan to meet the savings was still in its final development stages and had not been finalised. However, the Force and the Office of the Police and Crime Commissioner have now agreed the new approach to deliver policing across Nottinghamshire, which puts prevention at the heart of a strategy to reduce crime and keep people safe. The strategy will start to be implemented in the coming months and HMIC is aware of the progress.
- 4.6 Nottinghamshire Police's change programme, 'Designing the Future', is the approach to ensure that an efficient and effective service is maintained for the public now and for future years. This is being led by Superintendent Mark Holland and Chief Inspector Linda McCarthy.
- 4.7 The HMIC report acknowledges the significant improvements the Force has made in cutting crime and keeping the communities safe. HMIC states that, 'Over the spending review the force has achieved a higher reduction in crime than other forces with broadly similar overall crime levels. Victim satisfaction is higher than the figure for England and Wales.' Change in recorded crime between 2010/11 and 2013/14 was -18% for Nottinghamshire compared to the England and Wales average, which was -14%.
- 4.8 A number of key measures also show how the Force is providing policing and efficiency compared with England and Wales. In all of the 8 measures Nottinghamshire Police is shown as better than the England and Wales average and significantly better in some cases. For example our Police Officers and overall workforce cost less per head of population in 2013/14 than the average for England and Wales.
- 4.9 The HMIC report recognises the hard work Nottinghamshire Police has invested in improving efficiency, saying it has developed a good understanding of the demand for its services and has taken measures to reduce this at the first point of contact to ease pressures on response and neighbourhood teams. It also highlighted the Force's commitment to protecting key crime-fighting roles and maintaining visible policing with a higher proportion of police officers and PCSOs compared to others Forces nationally.
- 4.10 Despite maintaining a relatively high number of visible, frontline officers, since March 2010 there will be a total reduction in the number of police officers in Nottinghamshire Police by 31 March 2015 of 276 (-11%). PCSO and Specials numbers have increased during the same time by 72 and 187 respectively. Despite this, the report demonstrates that victim satisfaction in 2013/14 was

higher in Nottinghamshire than the national average and that the percentage change in recorded crime between 2010/11 and 2013/14 has been greater in Nottinghamshire than the England and Wales average.

- 4.11 It is worth noting that a number of other Police Forces do not have plans in place to deliver the savings required for 2014/15 and for future years. A number of these Forces will be relying heavily on their reserves to balance their budgets. These Forces have achieved 'good' and 'exceptional' grades in their own HMIC Valuing the Police reports.

5. Financial Implications and Budget Provision

- 5.1 Please see above at item 4 for this detail.

6. Human Resources Implications

- 6.1 There are no HR implications in relation to this report. However, there will be HR implications arising due to the changes that are required to meet the financial challenge.

7. Equality Implications

- 7.1 Although we anticipate recruiting fewer police officers over the coming years due to the austerity cuts we will continue to actively drive recruitment in our BME population where possible. As a Force we remain committed to driving up BME representation and will continue to look at this for cadet, volunteer and specials recruitment.

8. Risk Management

- 8.1 Nottinghamshire Police recognises the risks set out by HMIC in relation to meeting the stark financial challenge. Progress of the project to deliver the savings are reported to the Corporate Services Board on a monthly basis, to the Force Transformation Board, chaired by the Deputy Chief Constable, and at the Force Executive Board monthly, chaired by the Chief Constable.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 The Government's austerity measures and Nottinghamshire Police's response are intrinsically linked to each of the Police and Crime Plan priorities; Cut Crime and Keep you Safe, Spend Your Money Wisely, and Earn your Trust and Confidence.
- 9.2 The new approach is critical to the long-term health of the Force and the Chief Constable and the Commissioner were keen to ensure that it protected the aims set out in the Police and Crime Plan before proceeding.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no changes in legislation or other legal considerations arising from this report.

11. Details of outcome of consultation

- 11.1 The 'Designing the Future' team have consulted widely with members of staff and officers to engage with the workforce about the future operating model. Design champions have volunteered to share their knowledge and expertise to ensure that the plan has been designed as 'one team'.
- 11.2 Chief Constable Chris Eyre wrote to stakeholders in July to share details of the new model for the force and the contact details for Superintendent Holland and Chief Inspector McCarthy, who are leading on this piece of work.
- 11.3 External communications are continuing with partner engagement at Chief Officer and Lead Officer level.

12. Appendices

- 12.1 Appendix A – press release following the publication of HMIC's report on 22nd July 2014.

13. Background Papers (relevant for Police and Crime Panel Only)

13. HMIC 'Responding to Austerity' report, 22 July 2014.

Appendix A

22 July 2014

New policing model agreed and robust financial plans in place



The force and PCC Paddy Tipping are confident robust plans are in place to protect Nottinghamshire's financial future in response to cuts to its funding.

The assurance comes as the HMIC today published findings of a recent inspection of all forces looking at how the Police Service is responding to austerity.

The inspection focused on how well forces are achieving value for money and examined three areas:

- To what extent is the force taking the necessary steps to ensure a secure financial position in the short and long term?
- To what extent has the force an affordable way of providing policing?
- To what extent is the force efficient?

The report into Nottinghamshire recognises the significant steps we taken so far to meet our financial challenge by making 73 per cent of our savings in the last three years. It also says we have plans in place to achieve future savings of £12.7m over the next year and have identified a further savings requirement of £8.2m the year after.

The cost of our officers and staff per head of population is also highlighted as being lower than the national average while our victim satisfaction rates and performance in terms of reducing crime are higher.

HMIC has rated Nottinghamshire as good in terms of its efficiency while saying we require improvement in securing a long term financial position and in providing an affordable of policing.

At the time of the inspection the force's new operating model was still in its final development stages and had not been not finalised. However, it has now been agreed and will start to be implemented in the coming months.

**-NOT PROTECTIVELY MARKED-
NOTTINGHAMSHIRE POLICE**

The new approach to delivering policing across Nottinghamshire will put prevention at the heart of a strategy to reduce crime and keep people safe.

HMIC said the force needed to make improvements to its affordable policing strategy. It said Nottinghamshire Police had shown “strong commitment” to regional collaboration but there were delays in the time taken to reach agreement with other Forces. However, the report added there was now ‘great energy and momentum’ going forward with new shared services partnership arrangements in place.

Responding to the HMIC’s valuing the Police Programme report, Commissioner Tipping said: “This inspection took place a few months ago and we are already much further ahead in our preparations to meet future financial difficulties. Although some of the findings were fair at the time they were written, we reject the notion that we’ve been slow to implement change. The challenges we face are significant and require careful consideration. We’ve been determined not to make any rash decisions that we later regret.

“That said it’s an interesting report which recognises the achievements we’ve made thus far while also warning of some major challenges which could impact on police services and our ability to meet our savings targets if left unaddressed.

“Together, we have risen to those challenges and have identified a new operating model that gives us a clear direction moving forward. We are currently in the process of implementing this new template which will involve some changes to workforce arrangements and will be talking to staff and partners over the coming weeks about how we proceed.

Commissioner Tipping added: “Importantly, we have a balanced budget this year, indications show that will remain the case next year and we are achieving our savings. Let me be clear – it’s tough out there, but we are not in a precarious financial position. HMIC is fully aware of our position and the progress that has been made since this inspection.”

Deputy Chief Constable Sue Fish said: “We have made huge progress on developing plans which will fundamentally change the way we deliver policing across Nottinghamshire. The PCC has rightly challenged us to create a model that protects front line services but is also sustainable and flexible going forward.

“We have looked at every aspect of the service we provide to see where we can be more efficient and effective, not only because of the financial climate we are now operating in, but also because it is the right thing for us to do.

“This has rightly taken time to develop because it is essential that the future model for Nottinghamshire Police is one which improves the quality of service we offer to the public, yet is also flexible in that it can adjust accordingly to the operating environment.

-NOT PROTECTIVELY MARKED-
NOTTINGHAMSHIRE POLICE

Prevention will be at the heart of what we do.

“One of the key drivers in developing the plan has been our desire to engage with officers and staff. It is they who have helped shape the future and that is something we were determined would be the case from the outset.

“Clearly, the financial landscape for policing is hugely challenging and will remain so for the next few years. We are also disadvantaged as a result of complicated funding formulas and the fact that Nottinghamshire relies more heavily on government funding than other forces.

“The financial imperative is clearly very important in delivering a sound future operating model but it is absolutely not the only driver. What remains at the heart of our plan is a real commitment from us to deliver the best possible service to the people of Nottinghamshire.”

UNDER EMBARGO UNTIL
00:01 TUESDAY 22 JULY 2014



Inspecting policing
in the public interest

Responding to austerity

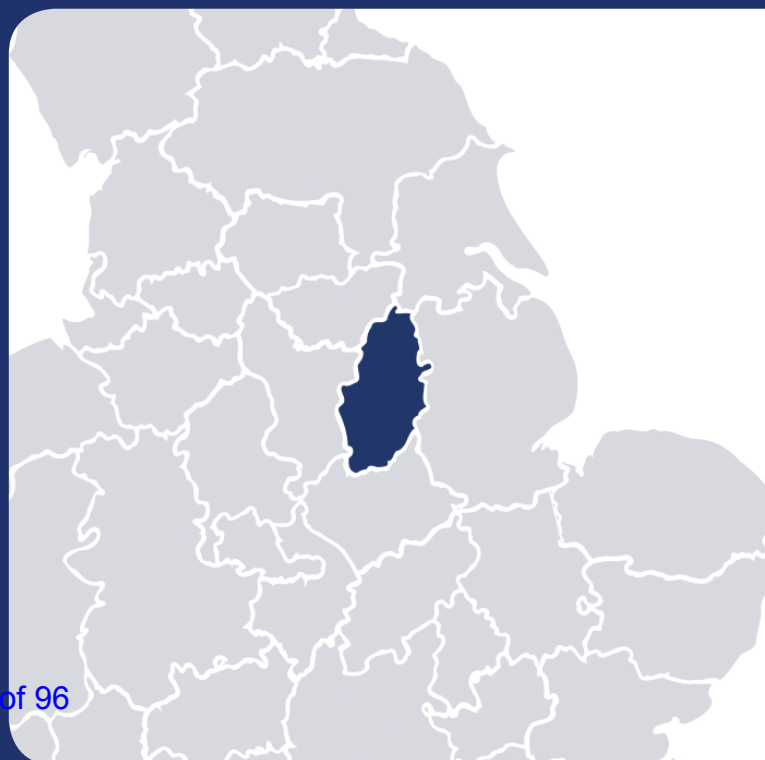
Nottinghamshire Police

July 2014

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How well does the force provide value for money?

Overall judgment

Nottinghamshire Police must implement its plans for a new and affordable operating model for policing the county and the city. Unless it does so, or if there are further delays, the force will not be able to achieve future savings and this may have an adverse effect on the service the force provides to the public.

Requires improvement

Summary

Nottinghamshire Police is on track to achieve its required savings of £47.0m over this spending review period. After the first three years of the spending review the force has identified £34.3m of the savings required. It has achieved this through restructuring policing and support functions and by collaborating with other forces. It has also made savings from estates, procurement and by not replacing staff as they leave the force.

The force has plans to meet the £12.7m savings requirement in 2014/15. A further £8.2m of savings are required in 2015/16 and Nottinghamshire has outline plans to achieve this.

Increasingly, the way the force is configured to provide policing is becoming unaffordable and will be unsustainable in 2015/16 and beyond. The force has recognised this for some time. HMIC notes the effort made by the force to achieve additional savings through collaboration in order to protect front line services. The failure to agree those collaborations and the force's determination to maintain police officer numbers have meant that disappointing progress has been made on its savings strategy since last year's inspection.

Nottinghamshire Police must urgently implement an operating model to provide the people of Nottinghamshire with an effective and affordable service. Should it not do so it will face significant risks in the longer-term.

To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?

Requires improvement

The force has plans to meet the £12.7m savings needed in 2014/15 and a further £8.2m in 2015/16.

In order to achieve the £8.2m savings in 2015/16 the force will have to redesign how policing is provided to the people of Nottinghamshire. The force recognises that it will have to provide local policing with significantly fewer officers.

The redesign is a significant piece of work and HMIC is concerned that the force has not made earlier decisions about its longer-term structures. Any further delay in decisions and implementation is likely to impact on the force's ability to provide effective services and achieve its savings requirements.

To what extent has the force an affordable way of providing policing?

Requires improvement

Collaboration is an important factor within Nottinghamshire's plans. Progress to date has been slow but there is now renewed energy to move forward in the region.

The force's scrutiny of non-pay and spend was positive, as was the projected increase in the proportion of its workforce allocated to frontline roles.

The reduction in officer numbers necessary to achieve savings over the next three years means that the force's existing structure is not sustainable.

Delayed decisions and implementation of a new way of providing policing pose a significant risk to the force being able to achieve a balanced budget.

To what extent is the force efficient?

Good

The force has developed a good understanding of the demand on it, including the demand coming from other agencies who are reducing their own levels of service provision.

The force is protecting key crime-fighting roles as it makes reductions in the workforce. The proportion of police officers remaining on the front line is projected to increase over the spending review period.

Over the spending review the force has achieved a higher reduction in crime than other forces with broadly similar overall crime levels. Victim satisfaction is higher than the figure for England and Wales.

The force in numbers



Financial position

The force's savings requirement

Requirement Gap

£47.0m

£0.0m



Providing policing

Planned change in police officer numbers 2010/11 – 2014/15

Nottinghamshire England and Wales

-11%

-11%

Planned change in total workforce numbers 2010/11 – 2014/15

Nottinghamshire England and Wales

-11%

-14%

Planned proportion of police officers on the front line 2014/15 vs 2010/11 (percentage points)

Nottinghamshire England and Wales

+4.2

+3.0

Planned proportion of total workforce on the front line 2014/15 vs 2010/11 (percentage points)

Nottinghamshire England and Wales

+5.4

+3.7



Efficiency

Police officer cost per head of population
2013/14

Nottinghamshire

£99.8

England and Wales

£117.7

Workforce cost per head of population
2013/14

Nottinghamshire

£145.7

England and Wales

£168.1

Change in recorded crime
2010/11 – 2013/14

Nottinghamshire

-18%

England and Wales

-14%

Victim satisfaction 2013/14*

Nottinghamshire

87.0%

England and Wales

85.2%

*Confidence intervals: $\pm 0.9\%$ for Nottinghamshire; $\pm 0.2\%$ for England and Wales.

Introduction

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20 percent in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in this, our fourth year.

Our inspection focused on how well the force is achieving value for money. To answer this question we looked at three areas:

- To what extent is the force taking the necessary steps to ensure a secure financial position in the short and long term?
- To what extent has the force an affordable way of providing policing?
- To what extent is the force efficient?

During our inspection we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed, where possible, the chief constable, police and crime commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

This report provides the findings for Nottinghamshire Police.

To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?

HMIC looked at the savings plans that forces have developed in order to meet the financial challenge of the spending review, and for the year after 2015/16. It is also important that forces look to the future beyond 2016 in their planning, so we also explored how they are starting to prepare for further financial challenges.

Financial challenge

Nottinghamshire Police has identified that it needs to save £47.0m over the four years of the spending review (between March 2011 and March 2015).

As a proportion of its overall budget, this savings requirement of 21 percent is higher than the value for England and Wales. Nottinghamshire Police attracts a high central government funding, amounting to 72 percent of its total budget, with lower local funding, meaning that cuts to the government grant have a more significant impact compared to other forces. HMIC considers Nottinghamshire faces a comparatively difficult challenge.

The scale of the challenge

Although Nottinghamshire Police faces a more difficult savings challenge than other forces, there are some opportunities to reduce costs and achieve efficiencies. This is because:

- the force costs per head of population are higher than most other forces;
- it has more police officers per head of population than most of other forces; and
- the cost of police officers per head of population is higher than most other forces.

Savings plans for 2014/15 and 2015/16

After the first three years of the spending review the force has achieved 73 percent (£34.3m) of the savings required. In 2013/14 Nottinghamshire exceeded its savings requirement for that year and was able to contribute to its reserves.

Nottinghamshire Police has generally made prudent assumptions on grant reductions, inflation, staff costs and precept when assessing the size of the financial challenge this year and next.

The force has identified that it needs to make savings of £12.7m in 2014/15 and has plans in place to achieve these savings. For 2015/16 the force has identified a further savings requirement of £8.2m.

Much of the savings for 2014/15 and in particular in 2015/16 are dependent on the force redesigning how it provides policing. The current way it does so is not affordable within

the forces budget forecast and changes to the operating model will have to be in place for 2015/16 in order to achieve the £8.2m savings required. While the force recognises that it will have to provide local policing with significantly fewer officers, at the time of inspection the force was still in the process of designing a plan to achieve this. HMIC is concerned that unless real progress is made there will be insufficient time to implement a new operating model, leaving the force little option but to reduce officer numbers without understanding how this will impact on the provision of policing services.¹

Outlook for 2016 and beyond

The force predicts that it will be required to make savings of £9m in 2016/17. The scale of this challenge means that the force is reaching a point where a decision on the future size and mix of the workforce must be agreed in order to make sufficient savings to balance the budget for the next three years.

Through the introduction of a new operating model the force plans to save £23.4m by March 2018, with a planned reduction of 310 officers from its current establishment (2014/15) and recruitment of 105 operational police staff. At the time of the inspection, the force was in the process of designing a new model and it remains unclear to HMIC what the future looks like for Nottinghamshire Police. This is a significant piece of work and HMIC is concerned that the force has not made timely decisions about its longer-term structures so that policing is affordable and sustainable in the face of future funding challenges. HMIC will continue to monitor progress closely and revisit the force to assess its progress with implementing its new operating model.

¹ HMIC is aware that since the time of inspection the police and crime commissioner and the force have agreed a plan for a new operating model to provide policing through to 2020.

Summary

Requires improvement

- The force has achieved already the required savings to date. It started to achieve savings early, by freezing recruitment and reducing workforce numbers while making some changes to the local policing model. After the first three years of the spending review the force has achieved 73 percent of its savings.
- The force has plans to meet the £12.7m savings needed in 2014/15 and a further £8.2m in 2015/16.
- In order to achieve the £8.2m savings in 2015/16 the force will have to redesign how policing is provided to the people of Nottinghamshire. The force recognises that it will have to provide local policing with significantly fewer officers but at the time of inspection the force was still designing a plan to achieve this.
- The redesign is a significant piece of work and HMIC is concerned that the force has not made early decisions about its longer-term structures so that policing is affordable and sustainable against future funding challenges.
- Any further delay in decision-making and implementation is likely to have an adverse effect on the force's ability to provide effective services and achieve future savings requirements.

To what extent has the force an affordable way of providing policing?

HMIC looks at how the force is structured to provide policing. We ask if this is affordable as the force responds to its financial challenge. We look at what the force is doing to reduce its costs, how it is protecting officers and staff engaged in fighting crime and keeping communities safe, and how it is making the required changes through its change programme.

How the force provides policing

The force currently provides neighbourhood and response based policing within two separate divisions. The existing policing model meets the requirements of the police and crime plan and other assessed demands, but with the force planning to reduce officer numbers by 310 in order to achieve savings of £23.4m by March 2018 it cannot be sustained.

Collaboration

HMIC monitors forces' progress on collaboration because it offers the opportunity to provide efficient, effective policing and help achieve savings.

Nottinghamshire Police has shown a strong commitment to working with other forces in the East Midlands region. The vision for the force is to have locally integrated policing teams with specialist policing and support services provided through regional collaboration. It has taken a considerable length of time to reach agreement with other forces in the region and this means that the force's plans are twelve months behind where they hoped to have been. However, there is now greater energy and momentum and in April 2014 the force entered a shared services partnership arrangement with Northamptonshire Police and Cheshire Constabulary to provide a number of business support transactional services, for example payroll. In the same month it started a collaboration with Lincolnshire, Northamptonshire and Leicestershire Police on the provision of shared Criminal Justice and Specialist Operational Policing. This will embed consistent and more cost effective processes across the collaboration and enable further efficiencies to be provided with partners such as the courts and the Crown Prosecution Service.

In addition there are plans to expand into a full range of support services as part of an East Midlands Business Services collaboration. This will result in more self-service and less bureaucracy. The force will need to carefully manage the changes to ensure a smooth transition so that there is no impact on the service provided to the public.

In 2014/15 the force expects to spend 6 percent of its net revenue expenditure on collaboration, which is lower than the 11 percent figure for England and Wales. Collaboration is expected to contribute to 9 percent of the force's savings requirement,

which is broadly in line with the 10 percent figure for England and Wales.

Managing change

Reductions in police budgets have led to a shrinking workforce. HMIC expects forces to look at longer-term transformation which can help maintain or improve the service they offer to the public and prepare for future funding reductions.

Nottinghamshire Police is reshaping and is investing in the 'business improvement' methodology approaches to drive efficiencies and to achieve savings. A number of staff have been trained in 'systems thinking' methodology and the force has also sought external review through academic studies and external consultancy. Good practice has also been identified by the College of Policing.

The force identified that the main elements of its change programme during the spending review are:

- business support;
- estate rationalisation;
- collaboration with other forces;
- improved call management; and
- improved procurement and contract re-negotiation.

The force identified that the main elements of its change programme as it responds to future financial pressures will include:

- improved IT;
- streamlining processes and reducing bureaucracy;
- collaboration with other forces;
- local policing; and
- business support.

How is the force supporting its workforce to manage change and effective service provision?

The force has involved staff in the 'designing the future' change programme, which includes training a number of 'design champions' who work across the services, ensuring that the services are redesigned to achieve savings and to be more effective. This has been reinforced through, for example, chief officer briefings, web chats and a strategic business

review involving one hundred of the force's leaders. However, HMIC is concerned that the longer the force delays implementation the greater the likelihood that the benefits of this communication will be lost. HMIC found evidence of this in the focus groups. Staff were unsure as to when the new operating model would be implemented. The force recognises there are opportunities to improve communication and have a dedicated communications officer attached to the 'Designing the Future' team to make this happen.

Staff associations have been involved in the change process and are invited to sit on project and programme boards. They meet regularly with the chief officer team to discuss the developing change programme, including the impact on staff and officers.

Focus group participants said that they did not feel involved in change although all were aware of the financial challenge facing the force. A number also explained that when they provided ideas and suggestions, there did not seem to be a clear process as to who was dealing with these ideas, or whether they were being taken forward. As a result staff felt that their involvement in the change process was less meaningful than it could have been.

Staff did not know about the future size of the organisation and staff associations confirmed that this had not yet been communicated to the workforce. It was also reported that this lack of information on workforce numbers was sometimes an inhibitor to performance with frontline staff being distracted. Effective communication with staff will be important if the new model is to be implemented successfully. It is vital that the workforce feels truly involved.

How is the force achieving the savings?

Because around 80 percent of a police budget (on average) is spent on staff costs, it is not surprising that forces across England and Wales plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

However, we do expect forces also to also down on their other costs (non-pay) such as the equipment they buy, the accommodation and vehicles they use and the contracts they enter for services for example, cleaning. Over the spending review period, the Nottinghamshire Police plans to make 27 percent of its savings from non-pay costs, this is lower than the 29 percent figure for England and Wales.

Savings for 2014/15 will come mainly from reducing non-pay costs, for example, by rationalising the police estate further and reducing the number of front counters, as well as driving down spending in other areas.

To identify the 2014/15 savings, many areas of non-pay and pay spend were scrutinised. In areas such as procurement, all contracts have been reviewed locally and regionally

to identify further efficiencies. Spend on property, fleet and equipment has been heavily scrutinised as has spending on overtime and uniform. This robust and consistent approach has helped contribute to an increased under spend for 2013/14.

As with other forces, most of the savings comes from reducing the workforce. Over the spending review the force plans to make 73 percent of its required savings from its pay budget. This is a higher proportion than other forces.

The following table shows the force's planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.

Please note, these figures are rounded.

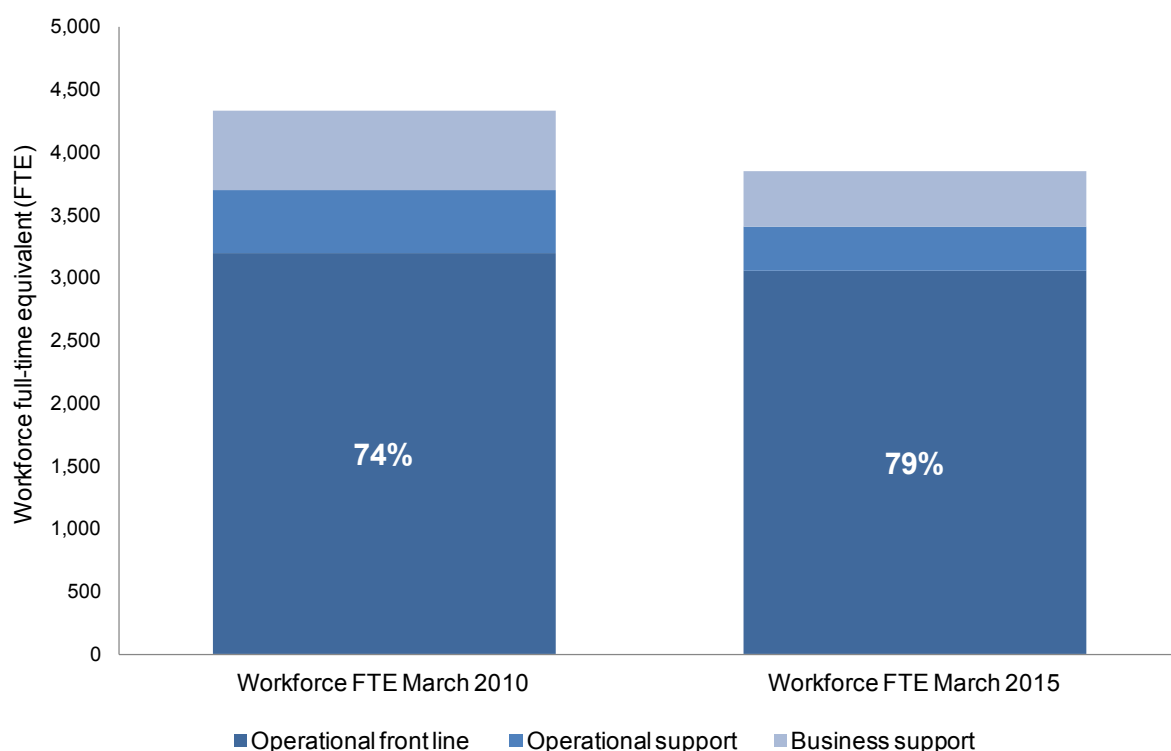
	31 March 2010 (baseline)	31 March 2015	Change	Force change %	Change for England and Wales %
Police officers	2,409	2,133	-276	-11%	-11%
Police staff	1,658	1,377	-281	-17%	-17%
PCSOs	268	340	72	27%	-22%
Total	4,335	3,850	-485	-11%	-14%
Specials	298	485	187	63%	44%

Overall the force plans to have a smaller reduction in its workforce than the rest of England and Wales, although planned police officer and police staff numbers will reduce in line with other forces. However, Nottinghamshire plans to increase the number of Police Community Support Officers (PCSOs).

It is important that as forces reconfigure the organisation and reduce workforce numbers, they focus on maintaining (or if possible increasing) the proportion of people in frontline crime-fighting roles.

HMIC defines the people who work on the police front line as those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.

The following chart shows the planned change in the workforce frontline profile in Nottinghamshire:



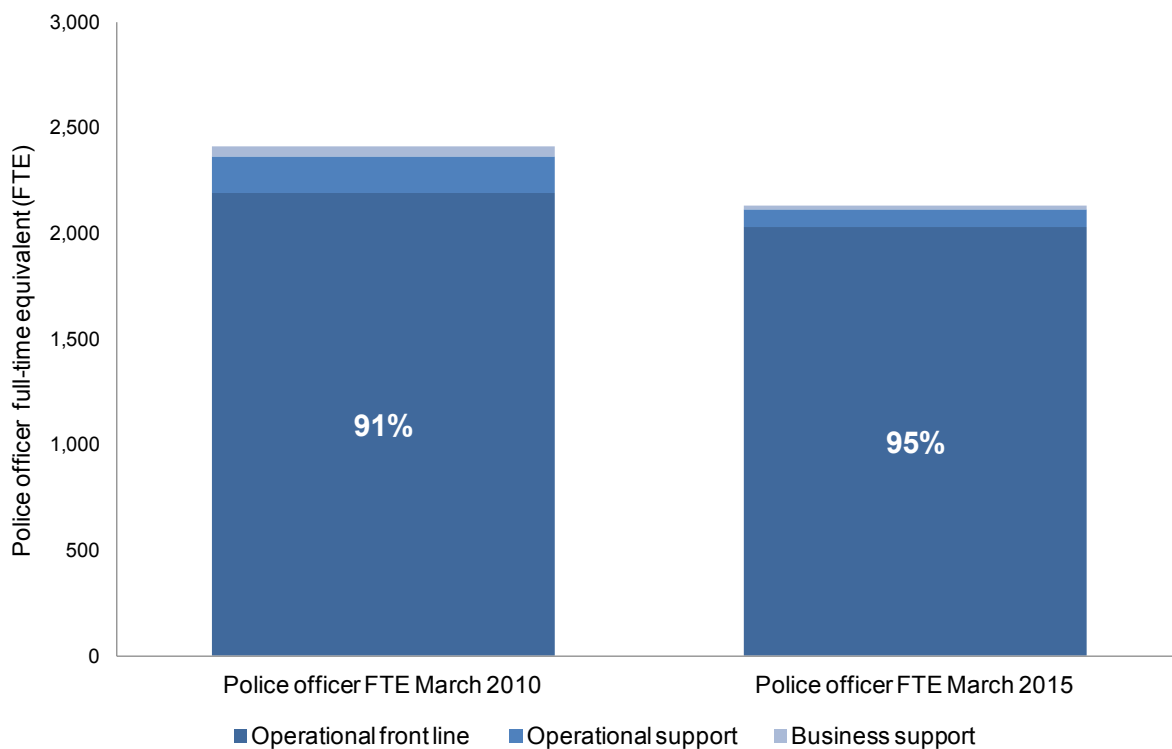
Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.

The number of officers, PCSOs and staff working on Nottinghamshire's front line is projected to reduce by 143 between March 2010 and March 2015 (from 3,194 to 3,051).

Over the same period, the proportion of Nottinghamshire's total workforce allocated to frontline roles is projected to increase from 74 percent to 79 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The number of Nottinghamshire's police officers in frontline roles is planned to reduce by 161 (from 2,191 in March 2010 to 2,030 by March 2015) as the following chart shows. The proportion of officers remaining on the front line is projected to increase from 91 percent to 95 percent. This compares to an overall increase across England and Wales from 89 percent to 92 percent and shows that Nottinghamshire Police is protecting frontline crime-fighting roles as it makes these cuts. As the force redesigns the way it provides policing it is important that the force maintains this focus.

The following chart shows the planned change in the profile of the police officer frontline in Nottinghamshire.



Note: England and Wales reports an increase in the proportion of police officers on the front line from 89 percent in March 2010 to 92 percent in March 2015.

Summary

Requires improvement

- Collaboration is clearly a principal factor within Nottinghamshire's plans for achieving effectiveness and efficiency. Although progress to date has been slow (despite Nottinghamshire's endeavours), there is a refreshed energy to move forward in the region with operational support, ICT, business support services and criminal justice services underpinned by a shared vision that will encourage a move towards common processes and systems. This could unleash significant savings and service improvements in the future.
- The force's robust approach to scrutinising non-pay and spend were positive, as was its under spend in 2013/2014, and the projected increase in the proportion of its workforce allocated to frontline roles. There have also been some positive developments in relation to the force's change management.
- However, despite those changes, with the force planning to reduce officer numbers by 310 in order to achieve savings of £23.4m by March 2018 the force's existing structure is not sustainable.
- Delayed decisions and implementation of a new operating model pose a significant risk to the force being able to achieve a balanced budget.
- The inspection found evidence that officers and staff feel uncertain about what the future holds for them within Nottinghamshire Police, which can impact negatively on morale and performance. In the future, it is important that the force communicates clear and consistent messages about its new resource model and actively involves officers and staff in service redesign.

To what extent is the force efficient?

HMIC looks at how the force understands the demands that it faces and how it allocates both financial resources and staff to meet these demands. We look at how these decisions are leading to effective results for the public; in particular, that police are visible and that they attend promptly when called, that they are fighting crime and keeping communities safe, and that victims are satisfied with the service they receive.

How well does the force understand and manage demand?

The force has invested in understanding fully the demand placed upon it, which has involved benchmarking and extensive research with other forces. This means it is in a good position to allocate resources to different areas and provide policing services in a different way. The force wants to reduce demand at the first point of contact and is further developing its contact resolution and incident management team (CRIM) to help to reduce significantly the demand on response and neighbourhood teams. It also plans to move away from its policy to attend all crimes and instead use telephone resolution in a more targeted and efficient way.

The force has also undertaken work to understand the impact resourcing decisions of other public bodies have on the force. In particular, the analytical work on mental health detainees has not only identified savings and time efficiencies but also pointed to how the force can align resources better with overall demand. A mental health triage pilot (where a mental health practitioner works alongside police to provide an early assessment of those thought to be suffering mental health issues and then directed to the most appropriate agency), which started in April 2014, is already reducing the calls for service for both the police and mental health workers. Data is also being provided by the East Midlands Ambulance Service on their 'pick-ups' on victims of violence. When analysed, this data helps the force to identify where the problems are occurring, and to take preventative action. However, staff reported that demand often exceeds the force's capacity to respond. Evidence on attendance times to urgent calls supports this.

How efficiently does the force allocate its resources?

The force has allocated resources to prevention activity and partnership working. It has good links with community safety and drug partnerships. The force has secured £0.8m in Home Office innovation funding and is conducting three pilots in the force area that will assess the effectiveness of different preventative activity.

Nottinghamshire Police is committed to locally integrated teams and works well with a variety of statutory and non-statutory partners and the voluntary sector. The force intends to expand its successful arrangement with the city council, where the police are co-located with local authority staff to form a community protection directorate, who work together

to deal with long term anti-social behaviour and crime hotspot problems. By improving partnership working the force aims to reduce demand by up to 30 percent.

How does the force respond and keep its communities safe?

The challenge for forces is not just to save money and reduce their workforce numbers, but also to ensure the choices they make do not have a negative impact on the service they provide to their communities. HMIC looked for evidence that keeping the communities safe is at the heart of the force's decision.

Calls for service

HMIC examined whether Nottinghamshire was taking longer to respond to calls for help, as a result of its workforce reductions and other changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls, so information between forces is not comparable.

We found that over the four years since 2010, Nottinghamshire had maintained the same target response times of 15 minutes for calls classed as 'emergency' (also known as grade 1) in an urban setting; and within 20 minutes for calls classed as 'emergency' in a rural setting. Over the same period, calls classed as a 'priority' (also known as grade 2) had a target response time of within 60 minutes.

The following table compares the forces performance in 2010/11 to 2013/14.

Calls for service	2010/11	2013/14
Percentage of urban emergency calls on target	84	83.5
Percentage of rural emergency calls on target	81	82.7
Percentage of priority calls on target	75	68.5

Over the spending review, attendance for emergency calls within target has remained broadly the same, but performance has declined for priority calls.

Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only a part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime and child protection (to name just three).

That said, research shows that the public value seeing visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to have confidence in their local force. HMIC therefore examined how far the changes being implemented by the force had affected the visibility of the police in the Nottinghamshire area.

In 2014, Nottinghamshire Police allocated 56 percent of its police officers to visible roles. This is 4.3 percentage points lower than the number allocated in 2010, and is in line with the 56 percent figure for England and Wales.

Police visibility is enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, Nottinghamshire Police allocated 62 percent of these staff to visible roles. This is 2.3 percentage points lower than it allocated in 2010 but is higher than the 60 percent figure for England and Wales.

HMIC conducted a survey¹ of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in Nottinghamshire, 13 percent said that they have seen a police officer more often than they had 12 months ago; this compares to 12 percent of respondents in England and Wales.

Furthermore, 79 percent of respondents in Nottinghamshire said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 10 percent said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales.

Crime

In 2010, the Home Secretary set a clear priority for the police service to reduce crime. Between 2010/11 and 2013/14 (which includes the first three years of the spending review), Nottinghamshire Police reduced recorded crime (excluding fraud) by 18 percent compared with a reduction of 14 percent in England and Wales. Over this period, victim-based crime (that is, crimes where there is a direct victim – an individual, a group, or an organisation) reduced by 16 percent, compared with a reduction of 14 percent in England and Wales.

Looking just at the last 12 months, recorded crime (excluding fraud) increased by 2 percent in Nottinghamshire, which is compared to the reduction for England and Wales of 1 percent.

¹ Sample sizes for each force were chosen to produce a confidence interval of no more than ± 6 percent and for England and Wales, no more than ± 1 percent. Forces' differences to the England and Wales value may not be statistically significant.

By looking at how many crimes occur per head of population, we can get an indication of how safe it is for the public in that police area. The table below shows crime and anti-social behaviour rates in Nottinghamshire (per head of population) compared with the rest of England and Wales.

12 months to March 2014	Rate per 1,000 population	England and Wales rate per 1,000 population
Crimes (excluding fraud)	62.4	61.1
Victim-based crime	56.2	54.3
Sexual offences	1.0	1.1
Burglary	8.2	7.8
Violence against the person	12.3	11.1
ASB incidents	34.5	37.2

It is important that crimes are investigated effectively and the perpetrator identified and where appropriate, brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. Nottinghamshire Police's detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 28 percent. This is higher than the England and Wales's detection rate of 26 percent.

We have chosen these types of crime to give an indication of offending levels in the Nottinghamshire force area. For information on the frequency of other kinds of crimes in your area, go to www.hmic.gov.uk/crime-and-policing-comparator.

Victim satisfaction surveys

An important measure of the impact of changes to service provision for the public is how satisfied victims are with the overall service they receive when they seek police assistance.

In the 12 months to March 2014, 87.0 percent (± 0.9 percent) of victims were satisfied with the overall service provided by Nottinghamshire Police. This is higher than the England and Wales value of 85.2 percent (± 0.2 percent).

Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services.

The force has a well-planned estates strategy which is fully supported by the police and crime commissioner. The strategy is based on a good understanding of how often and where the public use front counters so as to inform decisions. Over the spending review the

number of police stations will reduce by five to 15. Over the same period the number of front counters will reduce from 27 to nine. However, the force plan to have seven shared service sites where the public can access police services, these are in more accessible places and co-located with local authority partners.

The force has also increased other opportunities for the public to contact them and keep in touch, for example, introducing 'track my crime' on line which assists victims of crime, as they can be updated electronically on the progress of their investigation.

Summary

Good

- The force has developed a good understanding of its own demand and that placed on it as a result of the action, or inaction, of other public services.
- The force is protecting key crime-fighting roles as it makes reductions to the workforce, with the proportion of police officers remaining on the front line increasing from 91 percent to 95 percent over the spending review period. In addition Nottinghamshire Police is maintaining a focus on visible policing with a higher proportion of police officers and PCSOs in these roles than in England and Wales in March 2014.
- Over the spending review the force has achieved a higher reduction in crime than other forces with broadly similar overall crime levels. Victim satisfaction for the 12 months to March 2014 is higher than in other forces.

Our judgments

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the force achieves value for money, it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the way the force is achieving value for money is good, or exceeds this standard sufficiently to be judged as outstanding;
- the force requires improvement in the way it achieves value for money, and/or there are some weaknesses; or
- the force's provision of value for money is inadequate because it is considerably lower than is expected.

For Comment	
Public*	
Report to:	Police and Crime Panel
Date of Meeting:	15th September 2014
Report of:	Chief Constable Chris Eyre
Report Author:	Chief Inspector Linda McCarthy
E-mail:	linda.mccarthy@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	7

*If Non Public, please state under which category number from the guidance in the space provided.

‘Delivering the Future’ Nottinghamshire Police’s new operating model

1. Purpose of the Report

- 1.1 The purpose of the report is to inform the Police and Crime Panel of the new ‘Delivering the future’ (DtF) target operating model.
- 1.2 Further information will also be provided at the meeting in the presentation on this item.

2. Recommendations

- 2.1 For the Police and Crime Panel to provide feedback on the content of the DtF operating model.

3. Reasons for Recommendations

- 3.1 The Police and Crime Panel form an integral part of the consultation process.

4. Summary of Key Points

- 4.1 The DtF operating model has been developed to improve the quality of service delivered to the public within the context of challenging financial climate and the prospect of further budget cuts during the next comprehensive spending review.
- 4.2 The chief officer team have agreed guiding principles of prevention, service, quality, keeping the best of what we do and offering a local policing service embedded in our communities.
- 4.3 The model places the reduction of demand, early intervention and problem solving with partners at the heart of policing through the resolution of demand, where appropriate at first point of contact.
- 4.4 Nottinghamshire Police will be modernising the way that we work and investing in a mix of specialist staff and officers in investigation teams such as statement takers, civilian investigators, case builders.

- 4.5 Neighbourhood policing will continue to be visible within communities working closely with partners. There will be an increase in volunteers, specialist and highly skilled officers dealing with serious crime, advice and support 24 hours a day through new methods of communication e.g. e portal and social media. All local areas will continue to have named officers. We will increase our shared front counter provision to continue to make it easier for public and partner to contact us.
- 4.6 Overall the percentage of operational police officers and staff will increase.
- 4.7 Currently it costs £193.8 million to deliver a police service to the public of Nottinghamshire. By 2020 this would increase to approximately £211.7 million if funding remained the same, and inflation were added. However, due to anticipated CSR funding Nottinghamshire Police will be required to deliver a 2019/20 full year service for £181.3 million, a reduction of £30.4 million. The new policing model will deliver the best possible quality of service while addressing this funding gap.

5. Financial Implications and Budget Provision

- 5.1 As point 4.7.

6. Human Resources Implications

- 6.1 The DtF target operating model will require redeployment of Officers and staff. However Nottinghamshire Police still intend to recruit new Officers.
- 6.2 Fewer people will be employed and the exact numbers will depend on the outcome of the General Election and the 2015 Comprehensive Spending Review settlement.

7. Equality Implications

- 7.1 The DtF programme will deliver a more accessible service for all at point of demand. There will be improved provision for all sections of the community through e portals, translation and interpreting, shared service provision and increased partner engagement that will make citizen pathways easier to access.

8. Risk Management

- 8.1 There is a DtF risk register in place at both strategic and operational levels (contained in each business case).

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 The DtF programme reflects all police and crime plan priorities.

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable.

11. Details of outcome of consultation

11.1 There has been internal consultation throughout the design phase of the programme that has been reflected in the recommended model.

11.2 External communications are ongoing with partner engagement at Chief Officer and Lead Officer level.

12. Appendices

12.1 'Delivering the Future' power point presentation (DtF).

13. Background Papers (relevant for Police and Crime Panel Only)

13. None.

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	September 2014
Report of:	Deputy Police and Crime Commissioner, Chris Cutland
Report Author:	Karen Sleigh
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Agenda Item:	8

Domestic Violence: "Protect, support and respond to repeat female victims of medium risk domestic abuse" Update Report

1. Purpose of the Report

- 1.1 This report presents the Police and Crime Panel with an overview of progress to date on one of the key priorities of the Police and Crime Plan, Domestic Abuse, which is being led by the Deputy Police and Crime Commissioner (Deputy Commissioner), Chris Cutland.

2. Recommendations

- 2.1 That the Police and Crime Panel note the Deputy Commissioner's six monthly update report on Domestic Abuse.

3. Reasons for Recommendations

- 3.1 The Police and Crime Commissioner has made a commitment within the Police and Crime Plan 2013-18 and the refreshed Police and Crime Plan 2014-18 to prioritise budgets to "protecting, supporting and responding to repeat female victims of domestic abuse, especially medium risk", which is being led by the Deputy Commissioner.
- 3.2 This report forms part of the six monthly monitoring of progress of this priority which is led by the Deputy Commissioner.

4. Summary of Key Points (this should include background information and options appraisal if applicable)

4.1 National Overview

In 2012/13, there were 1.2 million female and 700,000 male victims of domestic abuse in England and Wales.

- 4.2 It costs society an estimated £15.7 billion a year.¹ 77 women were killed by their partners or ex-partners in 2012/13.² In the UK, one in four young people aged 10 to 24 reported that they experienced domestic violence and abuse during their childhood.³ Forces told us that crime relating to domestic abuse constitutes some 8 percent of all recorded crime in their area, and one third of their recorded assaults with injury. On average the police receive an emergency call relating to domestic abuse every 30 seconds.
- 4.3 In November 2010, the Home Office published its cross-government strategy for tackling violence against women and girls (including domestic violence); *Call to end violence against women and girls*. The Home Office said the four key areas of focus of the strategy were; the prevention of violence, the provision of support, working in partnership, and ensuring perpetrators are brought to justice. Shortly after, the Home Office published an accompanying action plan, which has been updated every year since.
- 4.4 Some of the recent policies the Home Office has implemented include: the introduction of a new definition of domestic violence, publishing new guidance for reviewing domestic homicides, and the rolling out of Domestic Violence Protection Orders (DVPOs) and the Domestic Violence Disclosure Scheme (commonly known as Claire's law) throughout England and Wales in March 2014.
- 4.5 In February 2014: HM Inspectorate of Constabulary (HMIC) published the findings from its review of the police's response to domestic violence. HMIC concluded that the current police response to domestic abuse is failing victims and made a number of recommendations.
- 4.6 There are a number of legal remedies for victims of domestic violence and abuse, including occupation orders, non-molestation orders, restraining orders and, now, DVPOs.

4.7 Local Overview

4.7.1 HMIC Thematic: Everyone's business: Improving the police response to domestic abuse⁴

In September 2013, the Home Secretary commissioned HMIC to conduct an inspection to:

¹ Walby, S. (2009). *The cost of domestic violence*. Retrieved from:

http://www.lancaster.ac.uk/fass/doc.../Cost_of_domestic_violence_update.doc

² Office for National Statistics (2013). *Focus on violent crime and sexual offences 2012/13* – Chapter

4: Intimate Personal Violence and Partner Abuse. Retrieved from:

http://www.ons.gov.uk/ons/dcp171776_352362.pdf

³ Radford L, Corral S, Bradley C et al (2011) Child abuse and neglect in the UK today. London: NSPCC.

⁴ HMIC Thematic: <http://www.hmic.gov.uk/wp-content/uploads/2014/04/improving-the-police-response-to-domestic-abuse.pdf>

- Report on the effectiveness of the police approach to domestic violence and abuse, focusing on the outcomes for victims and whether risks to victims of domestic violence and abuse are adequately managed.
- Identify lessons learnt from how the police approach domestic violence and abuse; and
- Make recommendations in relation to these findings when considered alongside current practice.

This report identifies the extent and nature of domestic abuse, highlighting that it is a core part of the policing mission to prevent crime and disorder, with domestic abuse causing both serious harm and constitutes a considerable proportion of overall crime.

The main findings were that overall police response to victims of domestic abuse is not good enough.

4.7.2 HMIC: Nottinghamshire Police's approach tackling domestic abuse⁵

This report details what HMIC found in Nottinghamshire Police and at the end of the report there are some recommendations. These recommendations should be considered in conjunction with the recommendations for all forces made in the national report.⁶

The report identified:

- **Calls for assistance:** In Nottinghamshire, domestic abuse accounts for 11% of calls to the police for assistance. Of these calls, 39% were from repeat victims.
- **Crime:** Domestic abuse accounts for 10% of all recorded crime.
- **Assault with intent:** Nottinghamshire recorded 434 assaults with intent to cause serious harm, of these 91 were domestic abuse related. This is 21% of all assaults with intent to cause serious harm recorded for the 12 months to end of August 2013.
- **Assault with injury:** The Force also recorded 6,961 assaults with injury, of these, 2,786 were domestic abuse related. This is 40% of all assaults with injury recorded for the 12 months to the end of August 2013.
- **Harassment:** The Force recorded 695 harassment offences, of these 510 were domestic abuse related. This is 73% of all harassment offences recorded for the 12 months to the end of August 2013.
- **Sexual offences:** the Force recorded 1,081 sexual offences, of these 114 were domestic abuse related. This is 11% of all sexual offences recorded for the 12 months to the end of August 2013.

⁵ Nottinghamshire Police's approach to tackling domestic

⁶ There is a requirement under section 55(5) and section 55(6) of the Police Act 1996 for the police and crime commissioner to publish a copy of their comments on this report, and the recommendations for all forces in the national report, and forward these to the Home Secretary.

- **Risk levels:** On 31 August 2013 Nottinghamshire had 977 active domestic abuse cases; 18% were high risk, 43% were medium risk and 40% were standard risk.
- **Arrests:** For every 100 domestic abuse crimes recorded, there were 83 arrests in Nottinghamshire. For most forces the number is between 45-90.
- **Outcomes:** Nottinghamshire recorded 7,156 domestic abuse related crimes for the 12 months to the end of August 2013. Of these crimes, 29% resulted in a charge, 23% resulted in a caution and, 4% had an out of court disposal, for example, a fixed penalty notice for disorderly conduct.

The Report recognised that the approach to tackling domestic abuse is effective in some areas, with further improvements for victims required. This is a priority area for the Commissioner and Chief Constable, and the identification of the need for further training for officers on the use of professional judgement and on coercive control.

More needs to be done for the Nottinghamshire Police to understand the known serial and serious perpetrators, and for assessing ongoing risk.

Domestic abuse requires a partnership approach and the report rightly highlighted some of the difficulties due to having two main Local Authorities within the area. This may result in a different service being offered in the City rather than the County and is something that needs to be followed up.

The differences in the three MARAC's access, the City and County, are being addressed. However, it is not the intention of the MASH (County) or DART (City) to reduce the number of high risk cases being discussed at MARACs. These are seen as being vital to ensure a holistic approach is taken to make that victim safer and bring information about the perpetrator to the attention of relevant partners. This cannot be done just by the MASH or DART putting measures in place and would not involve an IDVA.

There are 13 recommendations outlined in the report. Nottinghamshire Police have had to put an action plan in place to meet these for September 2014. This plan will be monitored through the Nottinghamshire Office of the Police and Crime Commissioner.

4.8 Performance against the Police and Crime Plan

The Police and Crime Plan identifies repeat victims of domestic abuse as a priority activity to focus on. The following performance to October 2013 has been reported in the Force Performance and Insight Report and highlighted in the Police and Crime Commissioner's Update Report:

Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

- **Measure: Percentage reduction of people that have been repeat victims within the previous 12 months**
 - A reduction in the number of repeat victims of domestic violence compared to 2013/14
 - To monitor the proportion of domestic violence crimes which are repeats.
 - § There has been a 2.8% increase in the number of repeat victims of domestic violence, this equates to an additional 19 victims. This is a slight increase on the increase reported in the previous month (+1.2%). This increase has therefore increased the overall proportion of domestic violence victims who are repeats.

Key outcome measures will include domestic abuse victim's satisfaction and reduction of fear together with the measures to report through to the Deputy Commissioner as part of the ongoing monitoring of service delivery. **Appendix A** provides an overview of the Performance framework.

4.9 Commissioned Academic Review of Repeat Victims of Medium Risk Domestic Abuse

The progress so far is:

- Literature review consultation with the advisory group has now taken place and final changes will be made in time for the September advisory group meeting.
- Continued work to develop impact measures and streamline data collection has been taking place in collaboration with the workers, lead agencies and the police. This has included meetings to view the Modus system and identify possible gaps in the current data collection, as well as ensuring that it will be possible to match up police and Modus data.
- The first wave of key worker interviews is underway and two of the three workers have been interviewed for these.
- Recruitment for the service user interviews is in progress.

4.10 'Nottinghamshire County' Review of Domestic Abuse Services

The Deputy Commissioner led this piece of work, and this has resulted in a final review document that has been shared with partners. There is a clear action plan that will form part of the Commissioner's governance.

A wide range of stakeholders, and victims were consulted as part of this review and it was overseen by a small steering group. The review was complemented by including the City Domestic Violence Review,⁷ and fed into the 2014-15 budget preparations for the refreshing of the Police and Crime Plan.

There will be ongoing work to deliver and monitor the 15 recommendations to achieve improvements for domestic violence abuse survivors.

⁷ [Nottinghamshire Domestic Abuse Review: Funding and Commissioning Arrangements](#)

4.11 Next Steps

The 2014 Joint Police and Crime Needs Assessment will gather information for the collation of intelligence around tackling domestic violence and repeat domestic violence, to provide a clear update of current Threat, Harm and Risk.

5 Financial Implications and Budget Provision

- 5.1 A substantial amount of money is invested in domestic violence activity and historically this has come from and through a variety of different sources and agencies and has often been time limited. There has been work conducted through the County Review to refresh the commissioning approach to domestic violence

6 Human Resources Implications

- 6.1 This will be monitored through the service provision and reviews.

7 Equality Implications

- 7.1 There has been a requirement to conduct an Equality Impact Assessment for the development of the Police and Crime Plan, together with the inclusion within Service Specifications that the delivery of commissioned services around 'protecting, supporting and responding to repeat victims of domestic abuse' must be able to meet and reflect the needs of a diverse range of service users to ensure that there is no one disadvantaged due to their cultural background, linguistic ability, sexual orientation, disability, race, religion, marital status, pregnancy or age.
- 7.2 There has also been work around the equality impact on victims through the specialised research for the County Review.

8 Risk Management

- 8.1 The risk for repeat domestic violence has been identified through Performance monitoring and remains a priority within the Police and Crime Plan.

9 Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 In September 2012, the Home Office announced that the definition of [domestic violence](#) (DV) and abuse would be widened to include those aged 16 to 17 and wording to reflect coercive control. The decision followed a consultation which saw respondents call overwhelmingly for this change.

10 Changes in Legislation or other Legal Considerations

- 10.1 In November 2012 the Home Office made clear their ambition to tackle violence against women and girls (VAWG) by introducing two new criminal offences for stalking. Additionally, in March 2013 the definition of DV changed

to include under 18s and a full review of the VAWG action plan was published by the Home Office.

10.2 On 25 November 2013 the Home Office announced the roll-out of two initiatives to tackle domestic violence and abuse across police forces in England and Wales from March 2014:

- Domestic Violence Disclosure Scheme: Clare's Law
- Domestic Violence Protection Orders

10.3 In September 2013, the Home Secretary commissioned HMIC to conduct a thematic inspection of domestic abuse.

11 Details of outcome of consultation

11.1 Through the Joint Partnership Strategic Assessment 2012, repeat Domestic Violence was identified as a priority action under the strategic theme of: Protect, support and respond to victims, witnesses and vulnerable people.

11.2 This has been also identified as a priority in the 2013 Joint Partnership Strategic Assessment.

11.3 This is also a priority theme within the Community Safety Partnerships.

12 Appendices

12.1 Appendix A: Performance Measures

13. Background Papers

13.1 None

Appendix A: Performance Measures

The Deputy Commissioner has developed performance measures through consultation which will be managed, monitored and reported in the following way:

Targets	Measure
Protection	
Positive feedback from at least 85% of service users to be measured through provider designed satisfaction form to reflect: <ul style="list-style-type: none"> • Reduction in feelings of fear • Improved Feelings of safety • Improved Confidence in accessing support • Improved quality of life • Reporting of fewer repeat incidents of domestic abuse • Less medium risk women being murdered. 	Annually
Reduction in repeat medium risk survivors in each area by 5 %	Annually
Support	
50% of those who use the service to have reduced risk over a period of 6 months	Annually
Engagement with 40 women survivors over a one year period for each area	Quarterly
Attendance at 90% of appropriate Vulnerable Persons Panels (VPP) / CDAP meetings	Quarterly
Response	
30% to have maintained reduced risk over a period of 6 months	Annually
Contact with Service User within 2 working days of referral in 80% of cases	Quarterly